ST. JOSEPH'S HOSPICE – “Share the Journey” Capital Campaign  
Charitable Registration # 83862 6109 RR0001

| Agency Name and Contact Information | John Callaghan, CEO and / or Gabriella Catolino, Campaign Director  
St. Joseph's Hospice  
837 Talbot Street  
London ON 519-438-2102 |
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<tbody>
<tr>
<td>Implementation Year</td>
<td>2014</td>
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<tr>
<td>Proposed Funded Activity</td>
<td>Hospice Residence</td>
</tr>
</tbody>
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| Objective                      | Since 1985, St. Joseph's Hospice (formerly Hospice of London) has served the community as a Resource Centre for terminally ill people and their caregivers. In addition, we have been providing a variety of necessary support programs for people grieving the loss of a loved one. These essential services will finally be augmented by a long-awaited, much-sought-after, 10-bed, home-like, residential hospice.  
In response to significantly increasing community need, we will move and expand our current programs and services, and as well build London's first residential hospice in a new location on Windermere Road.  
In addition to the increased services, the new residence, and the move to a new facility in 18,000 square feet, allows a bigger scope for our partners in education. The new residential hospice will provide opportunities to engage and provide experiential learning opportunities to medical and nursing students, social workers, personal support workers and other related disciplines.  
We also will be equipped to take on a far greater role in the advocacy of services and care for the clients we serve.  
We are greatly supported by, and we support, about 300 trained volunteers who serve the community in various capacities. We are proud to say that more than 7,608 volunteer hours were selflessly provided to St. Joseph’s Hospice clients in 2012 and this service is increasing each year. This will grow to exceed 20,000 volunteer hours annually once the residence is opened. |
The provision of London’s first residential hospice is our primary objective. As the end of life approaches, not everyone is able to remain at home. With no dedicated residential hospice available for palliative people living in London and Middlesex, the only alternative has been to spend their final days either at home or in a hospital. Hospitals obviously perform a critical function in our community, but they aren’t designed to provide an ideal environment for one’s end-of-life journey. Many of the people who can’t remain at home don’t need expensive, less intimate, hospital-level services – they just need a little extra help. Until now, that ‘mid-level’ option for palliative care patients hasn’t existed in London. St. Joseph’s Hospice’s plans to build the new residence to help fill this critical gap.

We seek $5.5 M from the community in support of our Capital Campaign.

<table>
<thead>
<tr>
<th>Description</th>
<th>St. Joseph's Hospice seeks a capital grant of $200,000 (over two years) from the City of London to support the construction of a ten-bed, 18,000 sq. foot, residential hospice, at the Sisters of St. Joseph’s Residence at 485 Windermere Road, London. St. Joseph's Hospice is conducting a capital campaign, “Share the Journey” to raise $5.5 million to support this new residential hospice. $3.5 million is required to renovate, equip and enhance the facility and $2 million is being raised as a sustainability fund to ensure residential hospice end-of-life care is always available to the citizens of London.</th>
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<tr>
<th>Budget Implications</th>
<th>Year</th>
<th>Total Budget Request</th>
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<tbody>
<tr>
<td><strong>Operating Budget:</strong></td>
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<td>One time only</td>
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<td>N/A</td>
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<tr>
<td>Ongoing annual</td>
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<tr>
<td><strong>Capital Budget:</strong></td>
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<tr>
<td>One time only</td>
<td>2014</td>
<td>$200,000. (over two years)</td>
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<tr>
<td>Future years</td>
<td>N/A</td>
<td>N/A</td>
</tr>
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Please attach a copy of your detailed budget submission supporting your funding request above. Detail expenditures separately: City of London funding request versus other revenue sources. (Provide any additional information supporting your request below).

Identify the additional dollars the City of London funding will leverage in the community?
St. Joseph's Hospice launched its "Share the Journey" Campaign to raise $5.5 million in support of the residential hospice for London Ontario. To date, $2.5 million has been raised. City of London financial support will be used to assure other major gift donors within London, Ontario and Middlesex County that the City supports this important initiative to create this long-awaited and much needed facility for its most vulnerable citizens.
Will the City of London funding as a percentage of the total budget for your organization decline in the future? If yes, please explain.

St. Joseph's Hospice London is making a capital request from the City of London -- $200,000 over two years.

Please describe your sustainability plan for your City of London funding request.

St. Joseph's Hospice has been providing day program support for the citizens of London for more than 28 years. Currently, 41% of the operational funding flows from the South West Local Health Integration Network (LHIN). The remaining 59% is achieved through the generosity of the community, including United Way. The citizens of London have shown significant financial support throughout the history of Hospice.

The long-term lease agreement with the Sisters of St. Joseph allows St. Joseph's Hospice to approach this project responsibly. By renovating 18,000 square feet of existing space, the project can be accomplished at a cost of $166 per square foot, the same per square foot cost as the average 1,500 square foot, new construction, home in London, based on London & St. Thomas Association of Realtors data (May 2013).

St. Joseph's Hospice has also acted responsibly in establishing a sustainability fund of $2 million as part of the "Share the Journey" Campaign in order to ensure compassionate care and services are always available.

It has been shown in St. Joseph's Hospice of Sarnia and other hospices across the Country that once a residential hospice is built and clients begin to be served within that space, in-memoriam giving increases significantly.

How does this Funding Request Contribute to the City of London Strategic Plan “Results”?

<table>
<thead>
<tr>
<th>Identify Result (choose those that are relevant to your proposed funding activity)</th>
<th>Rationale</th>
</tr>
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</table>
| 1. A Caring Community | • At St. Joseph’s Hospice, we believe that “how we treat those who are dying in our community reflects who we are as a society.”  
• For many seriously ill patients, hospice and palliative care offers a more dignified and comfortable alternative to spending your final weeks in an acute care hospital environment, or at home.  
• Hospital palliative medicine helps patients manage pain while hospice provides special care to improve quality of life for both the patient and their family. Seeking hospice palliative care is a way to get the most appropriate care in the last phase of life.  
• St. Joseph’s Hospice’s residential hospice care will provide appropriate, compassionate care and support for all citizens regardless of disease, age, religion, and/or cultural background, at no cost to the client or their family members.  
• Research shows that hospice care improves a person’s quality of life, and may even extend it. Studies have shown that terminally ill clients live longer and more comfortably if they receive hospice care early in their diagnosis because of the exceptional attention, monitoring, treatment and psycho-social care. |
<table>
<thead>
<tr>
<th><strong>2. A Strong Economy</strong></th>
<th><strong>3. A Green and Growing City</strong></th>
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| • Hospice provides bereavement support for all ages ensuring family members are able to deal appropriately with their grief and return to their daily activities, e.g. school, work.  
• As our community ages the need for supports increases, and we have a plan to respond to the needs of our community.  
• Another important factor is that St. Joseph’s Hospice is one of the few organizations in our region serving the family unit as a whole in a palliative situation.  
• Finally, we are one of the only community of our size across Canada that does not have a residential hospice. | • The current staff complement of 16 (11.5 FTE) will increase to approximately 40 staff members with the opening of the new residential, 10-bed hospice facility, thereby adding an additional 24+ jobs to the London economy.  
• Construction and renovation costs of $3 million, as well as $500,000 for furnishings and equipment will be funneled into the London economy.  
• We have employed a local construction manager and local trades people are being used for the renovation, retrofitting, and building.  
• We will be using local suppliers for all of the needed furniture and equipment.  
• St. Joseph’s Hospice currently is supported by about 300 trained volunteers. These individuals, while not being paid, are providing valuable services to the community, as each member makes a direct and positive impact on the people we serve.  
• Our volunteers represent a broad spectrum of ages and background and many have served hospice since its inception. We believe this is so because many of those who serve as volunteers have had their own experience of loss and grief which enables them to connect with genuine compassion and understanding. We are very proud of our exceptional volunteers.  
• There is a tremendous ripple effect as our volunteers touch the lives of clients, family members and staff.  
• Currently we have about 300 trained volunteers who serve the community in various capacities. We are proud to say that more than 7,608 volunteer hours were selflessly provided in 2012 and increasing each year. This will grow to exceed 20,000 volunteer hours annually after the residence is opened. |
| • As tenants in a gold LEED® standard building that is the Sisters of St. Joseph residence, St. Joseph’s Hospice is retrofitting one wing and rebuilding another wing on the third floor (18,000 square feet), upholding those standards and principles in all renovations and new construction at this site.  
• As such, we will also obtain gold LEED® certification for the two wings St. Joseph’s Hospice will occupy. |
### How will this Funding Request Impact the City of London?

#### How will this initiative add value for the City of London?

- End-of-life care in a compassionate, residential hospice is available in most communities the size of London as well as smaller communities, for example, Sarnia and Woodstock. This residential Hospice will enhance the circle of care for all London citizens from birth through death. Hospice ensures the citizens of London have the very best options available to them in their final days when they are at their most vulnerable.
- A recent Palliative Care External Operational Review (July 11-13, 2012) in the London and Middlesex Region has made several recommendations to improve the delivery of palliative care in this region, as well as enhancements that can be made to the academic mission of palliative care in London.
- The study identified the need for 30-40 hospice-level beds in the region. The St. Joseph’s Hospice 10-bed residential hospice will assist to close the gap in the identified needs based on population, and will collaborate with the two London hospitals.
- We will participate in city-wide collaboration, not only around issues of palliative care and support of palliative and bereaved individuals, but we will collaborate with the educational institutions to provide valuable experiential learning opportunities.
- Having this much-needed and sought after service will help to build the view that London is a centre of excellence for hospice palliative care.
- Individuals who are deciding to move to London often do an environmental scan to see if we can provide top notch medical and educational opportunities for their families. As our population ages, more and more families have children to consider on one side and aging parents on the other. Having good end-of-life care is also a consideration one might make before moving to London.

#### What is the target population and how is the need identified (describe)?

- All people of London and Middlesex County who are palliative or have recently experienced the loss of a loved one can access the programs and services offered by St. Joseph’s Hospice.
- Once we have moved and our residential hospice home is operational, we will be accepting people who are in their last weeks, days or hours of life.
- The average length of stay in the residential hospice will be about two weeks. Using that duration as our calculation, we will be serving about 180 individuals on an annual basis. In addition, we will support family members.
- The Community Care Access Centre (CCAC) will be the primarily source of referral to the St. Joseph’s Hospice residence. The CCAC is staffed by caring and knowledgeable professionals who will assess the client and customize an individual plan that may include residential hospice care at the end of life.
### How is this initiative unique?

- St. Joseph’s Hospice, a newly formed organization, joins together the long history of compassionate health care delivery that the Sisters of St. Joseph began in 1888 (and assumed by St. Joseph’s Health Care Society in 1993) with 27 years of exemplary home care and day program delivery, provided by Hospice of London. The creation of this new organization, which was a collaborative merger, now provides the greatest opportunity for the successful development of the new residential hospice.

- Similar projects do not exist in the community. London, Ontario is one of the only city of its size in Canada that does not have a residential hospice for everyone (that is, non-disease specific). The Board and staff members of St. Joseph’s Hospice, with the support of the SWLHIN, aim to change that bleak statistic.

- While palliative services are offered in each of the acute care hospitals in our city, hospice care is a unique philosophy of care that provides a range of supportive services that focus on the care of the whole person (body, mind, spirit) and extends this support to loved ones. In collaboration with physicians and other care providers, care is provided in a home-like environment where adults and children with life-threatening illness receive compassionate end-of-life care services. In addition to the emotional support, pain management and complementary therapies, our philosophy is to ensure life is lived fully right to the end.

- Our residential hospice will be designed to embrace the beauty of the natural environment and embody the compassionate community that surrounds it. It will be a place where families will be able to visit freely without the worry and responsibility of day-to-day care of their loved one.

- The cornerstone of hospice philosophy is for every person to have a dignified, pain-free death. The absence of a residential hospice in London poses a significant threat to that goal.

### Will this increase, decrease or maintain the level of service you are currently providing?

- Support from the City of London will greatly increase the level of care provided by St. Joseph’s Hospice and ensure the citizens of London have appropriate, compassionate care until the end of their life.

- The average length of stay in the residential hospice will be about two weeks. Using that duration as our calculation, we will be serving about 180 individuals on an annual basis, plus family members.

- In addition, it is estimated that for every client served, another five are immediately affected (Hospice Association of Ontario End-Of-Life Care Local to Global Facts and Figures), therefore more than 900 individuals will be touched by our residential services alone.

- Our day programs currently serve about 430 individuals annually. With our move and with the addition of the residential services, our volume will increase as well.

- The experience in Sarnia is that once the residence was built, families became aware of all of the programs and services offered, resulting in an increased demand for all services.
## What are the Potential Risks of Not Implementing this Initiative?

Since 1985, St. Joseph's Hospice (formerly Hospice of London) has been providing essential services for terminally ill people and those grieving the loss of a loved one. Since its inception, the founders had a vision for a residential hospice. And since that time, the need for increased day programming, and even more so residential hospice care, is ever increasing. A number of studies have been done locally and provincially that point to the increased need for hospice palliative care and the importance of a positive response to that need.

A recent external operational review of palliative care in London and Middlesex (conducted in July 2012) recommends the addition of 15-20 acute palliative care beds and 30-40 hospice beds. Our plans include the creation of London’s first residential hospice with 10 palliative care beds. These will be the first, non-disease specific beds serving London, Ontario and Middlesex County.

As far back as 2005, The Ministry of Health and Long Term Care has identified end-of-life care as a priority and has established the objective of shifting care of the dying from the acute setting to the community to achieve the goal of comprehensive, consistent and high quality end-of-life care across the province. And, the need grows…

- As Ontario’s population continues to age, the demand for quality, end-of-life care has been escalating, and will continue to do so.
- About 1,000 individuals die annually from terminal illnesses in this region.
- Hospice care improves a person’s quality of life, and may even extend it. Studies have shown that terminally ill clients live longer and more comfortably if they receive hospice care early in their diagnosis because of the exceptional attention, monitoring, treatment and psycho-social care received by trained hospice staff and volunteers.[1]
- An increasingly essential service, hospice palliative care is highly sought after.
- A residential hospice will provide an option for families who struggle to manage at home and to date have not had access to these important services.
- A residential hospice will shift care of the dying from the acute setting and will improve access, coordination and consistency of services and supports.
- There will be a considerable cost savings to the system.
- The focus of hospice care is on palliation of the patient's pain and symptoms. These symptoms may be physical, emotional, or psychosocial in nature. Hospice care focuses on bringing comfort, self-respect, and tranquility to people in the final years of life. Patients’ symptoms and pain are controlled, goals of care are discussed and emotional needs are supported. Hospice believes that the end of life is not a medical experience; it is a human experience that benefits from expert medical and holistic support that hospice offers. This type of care is very different from care received in an acute care hospital.
- While freestanding residential hospice care is an option in most communities that surround us, London-Middlesex does not yet have a residential hospice.

In response to increasing community need, we are expanding our services to include both our day programs as well as a

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new residential hospice at a new location on Windermere Road. In addition to our current programs, the new ten-suite, home-like residence will provide, free of charge, 24-hour specialized palliative care to people living with a terminal illness, as well as those in their life circle.

A community of our size should not be without the services of a residential hospice. Most of the individuals with whom we have spoken are surprised to learn that our current home on 837 Talbot Street does not have a residential hospice. We have the support of the Ministry of Health and the local LHIN. The Board of Directors has made this a priority for the organization and each member has made a financial commitment to the Capital Campaign. The community has been very supportive, and as noted, have already contributed cash and pledges bring us to 45% of our goal.

The risk of not implementing this initiative is huge. The City of London can see this as a reputational gain by joining in the financial support for this significant additional medical service for the citizens it serves.

What are the Risks of Undertaking this Initiative?

From our vantage point, there are no risks of undertaking this initiative. We have made good progress on the plan.
- We have signed a multi-year lease with the Sisters of St. Joseph for 18,000 square feet of space;
- We have commenced construction;
- Our construction budget has been confirmed and tenders are close to expectation;
- The Capital Campaign is progressing – we are grateful for the community’s support thus far and have received $2.5 million in cash and pledges toward our $5.5 million goal;
- The overall response to our needs is positive although we are first met with surprise that London does not have a residential hospice.
- We hope to begin to invite the public to our new home /space through a series of open houses in December, and are on track to begin receiving our first residential clients in January 2014.

The support of the City of London will not only be a significant gift to our campaign, it will be added to the many others we have (and will continue to receive) to help us expedite goal attainment. More importantly it becomes the impetus for other donors to be inspired and contribute as well. It becomes a model that is held up for others to emulate.

For St. Joseph’s Hospice an investment of this kind in this project and in the community is greatly appreciated but more importantly it is another step towards the fulfillment of needed services.

It is recognition too of the support given to hospice and its clients by its volunteers. Hospice volunteers have become the largest direct service providers within Ontario’s voluntary health care sector reflecting the growing need for compassionate support in the home.

Finally, the Hospice Palliative Care Association of Ontario built a business case for residential hospices illustrating that over a five-year timeframe, financially supporting a 10-bed residential hospice versus supporting 10 acute care beds would result in a savings of $8.6 million. The cost of a residential hospice bed, versus a palliative care bed in an acute care hospice is about half the cost.
How will Success be Measured?

There are many ways to measure success. The most immediate marker will be having raised the needed funds, renovations complete, and clients served.

Future success will be gauged by testimonials, increase in in-memoriam donations, survey responses, access to service, increase in service provision, and so on.

Benchmarking with other organizations is and has always been a good way to compare our own operations.

Finally, we are accountable to the SWLHIN and through this body to the Ministry of Health and Long-term Care. Further we are currently a Level II accredited facility. We will seek accreditation for our residence upon opening.

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<td>Residents</td>
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<td>160</td>
<td>180</td>
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<tr>
<td>Volunteer Hours</td>
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<td>Day Program Clients Served</td>
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<td>650-689</td>
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<td>(173 clients in first quarter of 2013)</td>
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Additional Information:

List any Background of Reference documents (please provide hyperlinks wherever possible):

1. **Past gift from the City of London**: St. Joseph’s Hospice would like to acknowledge and thank the City of London for supporting a capital campaign for Hospice of London ($125,000 in 2001 $125,000 in 2002). That Capital Campaign saw the purchase and refurbishment of our current home on 837 Talbot Street. We turn to you again to seek $200,000 (over two years) to help us achieve our goal to move and expand our current programs and services and to create London’s first residential hospice that is not disease-specific.

2. **Evaluation of current gift request**: The current request is for $200,000 (over two years) in support of the St. Joseph’s Hospice Share the Journey Capital Campaign. The gift request translates into an ask of about .54 cents per resident / citizen of London, using the 2011 census number of 366,151.

3. **Budget**: There is a lot of work to be done between now and our move. The main priority will be to raise the needed funds to create a home-away-from-home atmosphere for all who will need our specialized care. The Share the Journey capital campaign illustrates the need and opportunities to achieve this ambitious goal. The priorities of the $5.5 million Capital Campaign will include:

   **Development and Construction -- $3,000,000.00**
   Extensive renovations that will accommodate current support programs; space to expand programs for children and youth; accommodations for volunteer training; a 10 bed residential hospice – including bedrooms, a great room, kitchen and other home-like amenities. A new entrance, elevator and parking area.
as part of the building plans.

Furnishings and Equipment -- $500,000.00
All rooms of the residential hospice will need to be furnished to look and feel like home, yet have the functionality to care for clients and their specialized needs. For example, a spa with lift will be required to bathe clients, some of whom have not had the luxury of a bath in a very long time due to mobility issues.

Operational Sustainability Fund -- $2,000,000.00
The creation of a sustainability fund to help offset the cost of new operating expenses not funded by the South West Local Health Integration Network (SWLHIN). In future years, ramping up current fundraising will cover the cost of any operational deficit over and above LHIN funding.

$5.5 million Capital Campaign is a significant goal, and we need to engage and secure financial support from our community of London and Middlesex County to open our new Hospice Home, and we reach out to you today for your considerate thought of our request.

Overall Capital Campaign Financial Needs

| Development and Construction | $3.0 million |
| Furnishings and Equipment    | $0.5 million |
| Operational Sustainability Fund | $2.0 million |
| **TOTAL CAMPAIGN BUDGET**    | **$5.5 million** |

The above high-level account is further broken down as follows:

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<thead>
<tr>
<th>Estimated Disbursements</th>
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<tbody>
<tr>
<td>Site Costs</td>
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<tr>
<td>Elevator</td>
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<tr>
<td>Construction</td>
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<td>Contingency</td>
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<td>Fees</td>
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<tr>
<td>Furniture and Equipment</td>
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<tr>
<td>Other</td>
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<tr>
<td>Sustainability Fund for Future Operations</td>
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<td><strong>TOTAL DISBURSEMENTS</strong></td>
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<tr>
<th>Estimated Revenues</th>
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<tbody>
<tr>
<td>St. Joseph’s Health Care Society</td>
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<tr>
<td>Capital Campaign Fundraising (individuals, foundations, funding bodies, corporations)</td>
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<tr>
<td>Amount requested from the City of London</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
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Board of Directors List:
Mr. Frank Angeletti, LLB  
Chair of the Board of Directors  
Partner, Filion Thorup Wakely & Angeletti LLP  
Vice President and Director, St. Joseph’s Health Care Society

Mr. John Callaghan, CA, FCMC  
Executive Director, St. Joseph’s Health Care Society  
CEO, St. Joseph’s Hospice

Mrs. Mary Carter  
Area Director, Bayshore Home Health

Mr. Neil Johnson  
VP, Cancer Care, LHSC  
Regional VP, South West Regional Cancer Program for Cancer Care Ontario  
Past Board Chair, Hospice of London

Ms Shelley Markland  
Social Worker  
Lecturer, King’s University College  
Founding & Retired ED Wellspring London & Region  
Former Regional Director London Regional Cancer Program

Mr. Ken Morris, CA  
Volunteer & Chair, St. Joseph’s Hospice Finance Committee

Mr. Robert Murray, QC  
Lawyer – Retired Partner, George Murray Shipley Bell LLP  
President, St. Joseph’s Health Care Society

Mr. David Nash, LLB  
Partner, McKenzie Lake Lawyers LLP  
Board Member, St. Joseph’s Health Care Society

Mrs. Catherine Orr  
Board Member, St. Joseph’s Health Care Society

Dr. Joshua Shadd, MD, CCFP  
Palliative Care Physician, Parkwood Hospital  
Assistant Professor, Dept. of Family Medicine, Schulich School of Medicine & Dentistry, Western University  
Community Volunteer – St. Joseph’s Hospice London – Middlesex

APPLICATION DEADLINE: SEPTEMBER 3, 2013

SUBMIT APPLICATION: email application to neighbourhods@london.ca or mail to the following address:
Community Partnerships & Funding
Attn: Paula de Freitas
151 Dundas St, Suite 303
London, ON N6A 4L6

City of London Only:

<table>
<thead>
<tr>
<th>Date Received:</th>
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<tbody>
<tr>
<td>Program:</td>
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<tr>
<td>Service Grouping:</td>
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<td>Service:</td>
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1 End note about St. Joseph’s Health Care Society -- Caring for London for more than 100 years! - St. Joseph’s Health Care Society, by John Callaghan

St. Joseph’s Health Care Society, also known as ‘The Society,’ is a not-for-profit corporation, which owns and sponsors St. Joseph’s Hospital, Chatham (part of the Chatham Kent Health Alliance), St. Joseph’s Health Care, London, St. Joseph’s Hospice, Sarnia, and St. Joseph’s-Hospice of London as well as sponsors other health care initiatives in Southwestern Ontario. The Society was founded by the Sisters of St. Joseph of the Diocese of London in 1993 to carry on their health care in the tradition that’s been exemplified by the Sisters of St. Joseph.

Our mission is to ensure that our hospitals, hospices and other ministries, bearing the name “St. Joseph’s” continue to exemplify the approach to care that the Sisters of St. Joseph established through their long and honoured 140 year history of service to our community. We support the organizations to continue to meet the community’s high expectations of deeply respectful, holistic, person-centered care.

Each of those facilities operates independently with separate Boards of Directors, management, health care services and fund development responsibilities.

In 2005, the Society sponsored the establishment of St. Joseph’s Hospice Resource Centre of Sarnia Lambton. This hospice resource centre began by providing terminal illness, caregiver and bereavement support through various programs including walking companions, educational lunches, complementary therapies, research and library resources and a children’s program. In December 2009, a new 10-bed residential hospice was opened to serve the community.

On April 1, 2012, the Society completed an agreement with Hospice of London to create a new corporation, St. Joseph’s-Hospice of London. This corporation carries on the original services of Hospice of London and is now constructing a new Hospice which will house the original support programs and services plus add a 10-bed
residence.

Effective May 15, 2013, St. Joseph’s Hospice and the Sisters of St. Joseph entered into a lease agreement to share space together at the Sisters Residence on Windermere road in North London. The new facility will provide end-of-life services to people of all ages, cultures and beliefs. It will fill a void in the end-of-life needs within our community, and is expected to be operational in January 2014.

In many ways the history of care provided to our community by the Sisters of St. Joseph is coming full circle to address unmet health care services in London and Middlesex. This link cements our future with our past and secures our confidence and commitment.

Respectfully submitted by:

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