



Preparation for General Chapter

Spanish Province Report

Madrid, May 2024

The work carried out in the Spanish Province

Following the work that began at the European Regional Assembly (Marseille, November 2023), the work has been carried out with the sensing methodology during the months of November 2023 to May 2024. The Province has been working on three levels.

Steering group

A steering group of 12 people (5 Brothers and 7 Co-workers) was set up.

This group was trained in the Theory U methodology and 10 of them had attended the European General Assembly.

It was the steering group as a team that selected the 8 topics to be addressed by the Spanish Province, as well as the members of the different presencing groups.

The steering group held a total of 4 meetings during these months.

Presencing groups

Eight presencing groups were formed, each comprising between 4 and 6 people. In total there were 41 people (12 brothers and 29 Co-workers).

All members of the presencing groups received a short training in Theory U.

Two joint meetings were held for all the groups, one online and one in-presence training meeting (25 January). Another meeting is planned for the end of June.

Each group was left free to decide how to move forward to discern their topic, as well as decide on the stakeholders and channels to be used. Information was shared at all times. Joint interviews and surveys were also conducted for some groups.

Each presencing group has held meetings with the other with varying frequency, but on average 4-6 times. The groups worked according to the sensing methodology.

Stakeholders

Different stakeholder groups were consulted in order to raise the awareness of each presencing group. The main stakeholder groups were:

- Internal:
 - Brothers. Both in personal interviews and at the meeting of Superiors-Formators, all the Communities and the European Novitiate.
 - Co-workers
 - Managers, middle management, care and support professionals.
 - Other Co-workers: benefactors, volunteers, retired people, women looking after communities.
- People being cared for in the various areas of action.
- External:
 - Political representatives, government representatives
 - Insurers
 - Specialised organisations
 - Members of other Religious orders
 - Other organisations: employers' associations, associative bodies, academia
 - Suppliers
 - The media
 - Students
 - Other

Stakeholders have been consulted through different channels:

Channels	Number of people consulted
Individual interviews	152
Focus groups and other types of group meetings	553
Questionnaires specifically designed by the presencing groups	1,953
Use of other existing material (questionnaires, other materials)	11,918

The following topics were selected. The topics, stakeholders and channels used are given below.

Topic	Groups - channels	Stakeholders
Perception of the Order's governance	<ul style="list-style-type: none"> - Personalised interviews with a short questionnaire to be scored and an open-ended question. Focused mainly on the aspects of good governance. - Questionnaire to members of the Board of Directors (12 persons) 	<ul style="list-style-type: none"> - Board of Directors - Former Provincials of the Society of Jesus and of the Salesians - Director of Health Care Catalonia - Regional Minister for Health Castilla-La Mancha - Andalusian Health Service Manager - Regional Minister for Health of Castilla y Leon - Dean of Esade - President Fremap - Councillor for Social Affairs Guipúzcoa Provincial Council - Several Brothers who were provincials in the old Provinces
Employee loyalty	<ul style="list-style-type: none"> - Personalised interviews: 67 - Surveys: <ul style="list-style-type: none"> - Territorial Unit I. Respondents 7,687. - Territorial Unit II. Respondents: 2,031. - Territorial Unit III. Respondents: 2,200 	<ul style="list-style-type: none"> - Workers of the Spanish Province. - Professionals who have left - Future Co-workers (4th year nursing students and trainees in other categories).
Transmission of values	<ul style="list-style-type: none"> - Surveys 1,424 	<ul style="list-style-type: none"> - All the Management Committees of the centres in the province - Professionals: Parc Sanitari , León, Tenerife, San Rafael (Madrid), SS Barcelona, SS Sevilla, Albergues Madrid, Guipúzcoa, Campus Docente (Madrid). Training course on signs of identity (3 editions). - Users: Parc sanitari (Sant Boi), León, San Rafael (Madrid), Bormujos, Pamplona - Brothers - Students: Madrid/Ciempozuelos Teaching Campus

How we communicate and how we are perceived externally	<ul style="list-style-type: none"> - Personalised interviews: 25 	<ul style="list-style-type: none"> - Users / Patient Associations - Workers - Public administration: political profile and technical profile
Relations with the administration and other institutions	<ul style="list-style-type: none"> - Personalised interviews: 26 - Surveys: 178 responses 	<ul style="list-style-type: none"> - Government authorities - Mutuels and Insurers - Religious entities and other third sector entities. - Major donors - External Experts - Centre's Management Committees, - Corporate Management and Board of Directors.
Care for the environment	<ul style="list-style-type: none"> - Personalised interviews: 2 - Focus group: 3 (24) - Surveys: 6 (279) - Group meetings: 25 (188) - Meeting of Superiors and formators (1) 	<ul style="list-style-type: none"> - Co-workers: Management Committees Professionals and volunteers. - Brothers - Health and social care students - External companies - suppliers - Entities for environmental sustainability.
Attention to vulnerabilities	<ul style="list-style-type: none"> • Personalised interviews (15) • Study of internal audiovisual materials 	<ul style="list-style-type: none"> • Students • Our guests • Elected officials • Managers (admin.) • Suppliers • Foundations • Church • Academic-intellectual world
Positioning of the Brothers at the present time	<ul style="list-style-type: none"> - Personalised interviews: 5 - Focus group: 38 (214 people) - Surveys: 60 	<ul style="list-style-type: none"> - Superiors and formators - Communities of Brothers - Management Committees - Middle management and Co-workers - Persons attending the Brothers' community - Volunteers - Shared mission - SAER teams - Guests

Brief summaries of each topic based on the perceptions gathered obtained in each presencing group.

1. Perception of the Order's Governance

In the group we initially worked on defining the concept of governance, delimiting its dimensions. Once this aspect was agreed, we focused on identifying stakeholders and how to gather their opinions. We opted for short questions through personal interviews.

Our "sensing" regarding governance based on the conclusions of the group reflection firstly, and after obtaining stakeholder feedback may be summarised as follows:

- The Order is highly regarded in terms of its Mission and Values: differentiated care for the vulnerable people and groups.
- They urge us to improve Transparency towards society, as well as to significantly increase collaboration and coordination with other social players, public, private, third sector or religious entities.
- We believe that user participation should be increased.
- We should increase communications about what we do and gauge and communicate the impact of our actions.
- We believe that we need to open up to new services to vulnerable people in situations not covered by others, while perhaps phasing out some activities already being provided by others.

They urge us to avoid:

- Having a rigid governance model. We must adapt to the changes that the environment and the Order itself bring with them. We must move towards a slow but active transformation of the model.
- Heavy structures and duplication, fostering coordinated autonomy of the centres with a divisional structure.

As a final comment, the group decided to continue the reflection on the governance model of the Order at least as far as our Province is concerned.

2. Co-worker loyalty

Employee loyalty is a key issue in today's changing world, in a scenario of changing values in the new generations and difficulties in attracting and retaining talent. In Spain, especially in the healthcare sector, there is competition with public jobs which often offer better remuneration conditions and fewer annual hours than the agreements in our centres.

As a preliminary point, we were surprised at the readiness of the Brothers to collect the perceptions of the Co-workers and of society in general.

We found that the reasons for leaving relate to issues that are difficult for the institution to influence, e.g.: public employment, being near home, etc. We are also surprised that what the employees value positively (atmosphere and companionship) count less in their decision to leave.

We have found that employees leave because of public employment, salary and working hours, especially in care work.

We thought that young people were not looking for job security, but they answered the opposite, and said that it is what they value the most. Although they do not plan to stay in the same institution forever, they want to choose for themselves in an environment that offers job security.

As a key question, we have asked ourselves how we should adapt to the new needs of young people and generational change, in an environment with a high shortage of care professionals. We also need to continue to improve the conditions for retaining the loyalty of our existing employees.

We believe that these perceptions are more in line with the situation not only in Spain but also elsewhere in Europe, although we do not know if they are applicable to other parts of the world.

3. How we perceive the transmission of values

The transmission of values is a key issue because of its importance and also because of the changes that are taking place in the Province: declining numbers of Brothers, increasing numbers of professionals and the provision of institutional training.

We note that the Province has the means to gather the opinion of many people in a short space of time. On the other hand, we have been surprised by the small number of replies to the questionnaires of some interest groups such as students, users and professionals.

We perceived that HOSPITALITY is the value most practised by professionals and RESPECT for the Brothers. We perceived that the value of SPIRITUALITY is the least practised by all stakeholders.

Regarding the groups that most contribute to the transmission of values, the results are in this order: Brothers, volunteers, managers, middle management and the other professionals.

In general, we have the perception that we practise values more personally than we perceive others practising them. There is a significant number of complaints about how values are transmitted by professionals to management and middle management. It also reflects a certain deterioration in the transmission of values in centres where there has been a decline in the number of Brothers or where there is no longer a community. Institutional training is considered an important means of transmitting values, followed by conflict resolution and selection by values.

We confirm that professionals attach great importance to the transmission of values, which has an impact on their sense of belonging. It also generates trust in the people we care for, who perceive hospitality being practised by the professionals. We perceive that the greater the responsibility, the more the professionals engage in transmitting values.

We thought that talent retention was something that greatly affected the transmission of values, but this scored low overall, with the exception of the management interest group. The least valued by all is the transmission of values is by promoting events.

We posed the following key questions for the province: 1- What premises for change should the management and governing bodies of the Province generate so that the transmission of values continues to be maintained in the world in which we live, according to the style of the Institution? 2- How do we evaluate our directors and middle management and other professionals in terms of the identity features of the Institution? 3- How do we reach out all those who form part of the Institution with Institutional Formation?

And for the Order as a whole, we ask ourselves 1- What monitoring is being conducted by the Provinces of everything relating to the transmission of values? 2- How is the impact of the reduced numbers of Brothers and the growing number of Centres without a Community being managed in the Order?

4. How we perceive what we communicate and how we are perceived from the outside (referring to people's knowledge of the Order).

We reflected on the Order's past and present communication policy. We understand that historically, the Order's communication work used to revolve around the centres/facilities created to meet specific needs. In this way, the communication confirmed and highlighted the character of each centre but not of the Institution as a whole.

We are surprised that, in the face of a changing world and the need to adapt to a global context, our care work is still perceived as charity. Areas such as Disability and Mental Health have been socially invisible, and so have we.

We discovered that our stakeholders know us only through the centre/activity they are referring to, but society in general neither knows us nor recognises us.

We have the feeling that the visibility of the St John of God brand is very different when we talk about it from a social perspective or from a health perspective. Do people confused the social aspect of health care (social work) with the social sphere?

We ask ourselves in the Province whether:

- We are recognised as a charity, can we build on this "brand" to create other attributes that are equally necessary and identifying?
- How do we make ourselves known to society so that we know what we can do for them?
- How do we use the opportunity of having a large health and social care network to transmit the mission? Continuity of Care?

And in the Order, we ask ourselves whether:

- In a world with fewer and fewer cultural barriers and fewer vocations: Is communicating the INSTITUTION an opportunity or an obligation?
- Can the OHSJD afford, with a shrinking network of Brothers, to have a different corporate profile, identity and communication policy in each Province?

5. Relations with government and other institutions

We chose this topic because of the importance of our relations with third parties for the development of the mission.

We were surprised by the power of the methodology (U Theory) applied to participatory transformation processes based on personal involvement with the aim of reaching something new from the common will (emerging future).

We have found interviewing and questioning different stakeholders that our perceptions are confirmed: we are expected to focus on vulnerability and from that perspective (in a country with a fairly extensive welfare state) the focus is more on areas of greater general personal vulnerability (SM, Social, DI, Elderly) rather than on health care or other more specific areas such as teaching or research.

We have confirmed the following:

- I. Government agencies are actors for a key alliance to develop our mission.
- II. The need and appropriateness to enhance networking, especially with other third sector and religious institutions.

We have had to abandon the assumption that the health care will be the dominant field in the future development of our care work.

In our Province we are thinking about the areas we should develop in our future strategies, but always in terms of vulnerability. We are also considering how to improve networking with key third parties by building strong alliances (Ecosystems for a common purpose).

For the whole Order, we asked ourselves the same questions by first identifying the areas of vulnerability in each territory. We also set out to create a global purpose that would be valid for every Province and applicable in each one.

6. Care for the environment

We chose the theme of environmental management in the Centres of the Hospitaller Order of Saint John of God because we recognise the importance of caring for our planet, which hosts us and sustains us. Hospitality and care for our common home go hand-in-hand.

We have been pleasantly surprised by the degree of involvement and interest of all members of our institution in this effort. We have also been surprised that there are discrepancies between their internal and external perceptions.

When reviewing the information provided, we have discovered:

1. The need for coherence and transparency in environmental policies.
2. A variable commitment to environmental sustainability.
3. The importance of communicating, awareness-raising and active participation. The need to align institutional declarations more closely with concrete and visible actions.
4. Recognition of the positive impact of the measures implemented.
5. The need to enhance the institutional culture around sustainability and to embark on a thorough reflection on the value we place on caring for the environment, as an institution and in each centre.

We have confirmed that there exists a perception of a lack of resources, as well as a the implementation of concrete measures. There is also a lack of clarity and consistency how we communicate our environmental policies. We have confirmed the existence of a disconnect between individual actions and the collective impact. There is more talk than action.

We thought *a priori* that not enough importance and urgency was being attached to environmental care by the institution, while most stakeholders generally acknowledged the environmental commitment of the Hospitaller Order of St. John of God. We also found a strong commitment and growing awareness within the Order (institutional documents).

For the Order, we ask:

- a. In what order of priority does the Hospitaller Order of Saint John of God wish to place care for the environment within its global lines of action?
- b. Are we encouraging collaboration between countries to share best environmental practices?
- c. How can we influence international policies and agreements to promote environmental sustainability?
- d. Are we providing adequate resources to support environmental projects in disadvantaged countries?
- e. Are we leading by example by implementing sustainable practices in our own operations globally?
- f. How can we raise public awareness of environmental issues from our perspective, such as our institutional values, through regional and/or general coordination?
- g. What climate change mitigation and adaptation measures are we promoting Order-wide?
- h. Are we committed to including environmental sustainability in every forum – management plans, Assemblies and Chapters?
- i. How can we create or enhance partnerships to be able to joint address the environmental challenges with other international organisations that share a common mission or values?

7. Providing care to tackle vulnerabilities: Are there any vulnerabilities not being addressed?

Vulnerability is consubstantial to our purpose. We have considered both our present work and the perception of new vulnerabilities and unmet vulnerabilities in today's changing society.

We have been surprised that the stakeholders are asking us:

- To be bold and staying true to our origins.
- To focus on HOW we do things and not so much on the size of our facilities.
- To make more use of the media influence to bring about changes in society.

We have discovered that the Order is little known despite the volume and diversity of its work. It is also known more in the places where it has local facilities, but not globally as an Institution. Everyone knows the Order according to the its work in their own environment, without knowing or being aware of its global character.

We also found that the perceived vulnerabilities differ according to the experience of each person interviewed. However, the most common ones are: mental health, social needs, loneliness (not only among the elderly), migration and families.

On the other hand, we found that none of the interviewees explicitly mentioned the hospital environment as an 'unmet vulnerability'.

We also discovered that we are not always identified as an organisation committed to dealing with vulnerabilities.

We wonder how:

- To sensitise society and work together to address vulnerabilities.
- To increase the value of the community of our model of care (street outreach).
- To address the risk of institutionalisation in our care responses.
- To improve our forecasting capacity and not only respond to manifest needs.

On the other hand, we realise that all people are vulnerable. OHSJD is also vulnerable. We perceive that we must bolster our values, our organisational culture, as a way of ensuring that we continue being an organisation that has the sense of our existence.

We also wonder whether we need to prioritise certain vulnerabilities in order to avoid an excessive wastage of efforts. Even if we can or should abandon certain areas of activity in which we are not indispensable so that we can focus on other areas consistent with what we essentially stand for.

8. Where do the Brothers stand at the present time

We chose this topic because we are concerned about our life as religious, the future of the Order and how to transmit our spirituality and values today. At present, the number of vocations is falling, 10 communities of Brothers have recently closed in our Province and this fact hurts us, worries us and calls out to us.

We are surprised that the respondents say that without the Brothers, everything will change. But very few people, judging from the replies, have mentioned the fact that the directors or other managers could continue to deploy the charism.

We have discovered that people who know us see us as: a family, strength, protection, a beacon, a network, leaders, a home, encouragement, companions, guarantors, backbone, essence, humanity, teachers of faith, evangelisers, serenity, transmitters of values, life-savers, a presence.... And this we see as positive for our discernment.

We confirm that the presence of the Brothers' community in the centre is very highly valued. Hospitality is always emphasised as the "meta-value". After almost 500 years, the charism is still very alive in the Brothers and Co-workers.

We believe that we have to shake off the following prejudicial things: feeling cornered, sadness, complexes, demotivation, immobility, nostalgia, mistrust, discouragement, withdrawing, reductionism, lack of a sense of consecration today... There is clash between how we Brothers perceive ourselves, and how the people surveyed see us.

We ask, for the Province:

- Does the formation we provide to transmit the charism to our leaders meet the expectations they are expecting of us?

- Why does the Brothers' perception of the future not tally with the perception of all the people know us, and who tell us that without the Brothers nothing would stay the same?
- How can we reverse the negativism we have perceived in the Brothers?

And for the Order:

- Can we discern other ways of living hospitality as consecrated people?
- Given the changing reality we are living in, what types of leadership do we need for the future, at the level of both Brothers and Co-workers?
- How can we, as Brothers, regain our enthusiasm for our vocation?