### About the Cover

Four-year-old patient Steven Malakai from Papua New Guinea pictured with Cabrini Brighton nurses Laura Connolly (left) and Amelia O'Shaughnessy (right). This photograph was taken on 25 May 2012, after Steven’s final appointment with his surgeon, Dr Chris Coombs. Steven and his mother made a final visit to bid farewell to the nurses and staff who looked after him during his hospital stay. Photograph by Chris Eastman, published courtesy of Bayside Leader newspaper.

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### Fast Facts

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<thead>
<tr>
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<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
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</thead>
<tbody>
<tr>
<td><strong>Number of Partnerships</strong></td>
<td>38</td>
<td>44</td>
<td>43</td>
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<tr>
<td><strong>Number of Projects</strong></td>
<td>42</td>
<td>45</td>
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</tr>
<tr>
<td><strong>Mission Enhancement Expenditure</strong></td>
<td>$1m</td>
<td>$1.6m</td>
<td>$2.18m</td>
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<tr>
<td><strong>Malvern Gift Shop Donations</strong></td>
<td>$40k</td>
<td>$90k</td>
<td>$100k</td>
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<tr>
<td><strong>Staff Fundraising and Donations</strong></td>
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<td>$97k</td>
<td>$97k</td>
</tr>
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<td><strong>Total Expenditure</strong></td>
<td>$1.59m</td>
<td>$1.78m</td>
<td>$2.347m</td>
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<tr>
<td><strong>Percentage of Staff Who Know About the Program</strong></td>
<td>71%</td>
<td>79%</td>
<td>79%</td>
</tr>
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<td><strong>Percentage of Staff Involved in the Program</strong></td>
<td>17%</td>
<td>22%</td>
<td>47%</td>
</tr>
<tr>
<td><strong>Percentage of Staff Involved in Other Community Activities</strong></td>
<td>42%</td>
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Cabrini Health Limited (Cabrini) is part of an international network sponsored by the Missionary Sisters of the Sacred Heart of Jesus. It was founded in Italy in 1880 by St Frances Xavier Cabrini with a commitment to work as bearers of God’s love in the world. More than 150 years later, the Cabrini Sisters are present in 17 countries including Australia.

Cabrini’s social outreach program was formalised in 1992 in response to a request by the Cabrini Sisters to more closely align our organisation to their missionary vision and goals. The program grew organically through provision of support to agencies that served marginalised people. This experience demonstrated that partnership was the most effective model of engagement.

Our program is underpinned by seven key principles, which reflect Catholic social teaching and embody Cabrini’s values:

• Mutual respect and trust are the foundation of good partnerships. It involves listening to one another; transparency; probity; flexibility; joint planning and accountability; and working through situations together.

• Projects must be people-centred with empowerment at their heart.

• We give priority to projects that involve collaboration with all relevant sectors of the community to promote the common good.

• Stakeholders must be involved in consultation, planning, implementation and evaluation of the project.

Left: On Christmas Day 2011, Lucy Leiner and family delivered gifts and foodstuffs to clients of Open Family Australia.
• A commitment to long-term engagement and sustainability.
• Collaboration with others, including all levels of government and social institutions, must be based on a shared unified vision.
• Where advocacy is an element of the partnership, projects should be initiated with local communities so that they can lobby the appropriate layer of government for the implementation of their rights.

Over time, four streams of work have emerged:
• Serving the most marginalised
• Community development
• Aboriginal health
• International health

In 2011-12, the program involved partnerships with 43 agencies and a total of 53 projects.

We seek to bring value to our partnerships through contributing our human, financial and material resources and by leveraging our skills, knowledge and services.

Working on the premise that most people want to ‘do good’, we seek partnerships that provide an opportunity for our staff to make a contribution through:
• Corporate volunteering – provision of labour by staff on a pro bono basis through one of our social outreach programs
• Skilled volunteering – provision of a professional service to one of Cabrini’s social outreach partners

The following diagram illustrates the relationship between Cabrini’s social outreach and community benefit programs.
Accordingly, our budget has increased by $600,000 per annum for the past two years, from $1m in 2009-10 to $2.2m in 2011-12. Less than 3 per cent of these funds were expended on program administration. Funding is enhanced with the donation of profits from the Cabrini Malvern Gift Shop, as well as staff donations and fundraising efforts, bringing total expenditure to $2.4 million.

Our staff remain highly involved in the social outreach program. A staff engagement survey undertaken in March 2012 showed that:

- 80 per cent of staff are aware of the program
- More than 20 per cent of staff are directly involved in the program via a department initiative, personal volunteering and/or financial commitment
- Almost 50 per cent of staff are involved in other community activities

In 2011-12, Cabrini’s social outreach program comprised 43 partnerships and 53 projects. This represents fewer partnerships but more projects than last year, reflecting a conscious decision to expand the program by consolidating and expanding our relationships rather than seeking out new partnerships.

While we maintained activity in all four areas of the program, in 2011-12, we identified two key priorities for growth:

- Aboriginal health and wellbeing
- Support for asylum seekers and refugees

We achieved this through partnerships with Authentic Community Training (ACT) and CatholicCare. ACT is the only 100 per cent Aboriginal owned and operated organisation working in Aboriginal healing in Victoria. In 2010-11, we funded ACT’s ‘Connecting Songlines’, a program for Aboriginal men. A Songline is an unwritten story, a thread of specific knowledge and a highway of information. Traditionally, Songlines were sung, danced, practised and expressed daily to keep the stories of the Dreaming alive. Each Dreaming story is designated and remembered by the place where it occurs. Each series of Dreaming stories defines a path across the countryside that connects localities and people. ‘Connecting Songlines’ is an empowering, healing program that links the past to the present, in order to create a new Songline in a modern context.

With this successful experience and other similar ACT programs, in 2011-12 we committed $150,000 per year for a three-year period. In the past 12 months, this funding has enabled the directors to develop a business plan, employ a business administrator, develop administrative systems and establish a physical presence with administrative, community and training facilities in the Melbourne suburb of Reservoir. This has established a solid foundation for growth.

Cabrini has a longstanding partnership with CatholicCare. This was expanded to encompass financial support for its Asylum Seeker Project and Refugee Settlement Program in Melbourne’s Dandenong area. We committed $123,000 per annum to these two projects for a three-year period. This brought our total contribution to CatholicCare to $347,000 in FY 2011-12, making it our most significant partnership. We look forward to enhancing the partnership with an allied health outreach service to the community in 2012-13.

Another significant change during the year was in the governance structure related to Cabrini’s social outreach program. Since 1992, our social outreach program has been overseen by the Cabrini Apostolic Planning (CAP) Committee. Following a review in early 2012, Cabrini’s Board of Directors decided to expand the governance responsibility of the Mission and People Committee to include ethics, culture, community benefit and community partnerships. This new structure provides the benefit of consolidating mission governance and aligning it with the Board’s corporate governance and clinical governance responsibilities. In its 20 years of service, the CAP Committee developed a strong foundation for the program and positioned it for future growth. This is a great achievement, which deserves due recognition and acknowledgement. I thank all of our CAP Committee, past and present, for their hard work, innovation and commitment to Cabrini’s social outreach program, which continues to flourish.
The partnerships in this area of the program respond to the Cabrini Sisters’ vision that calls us “to respond to the cry of the poor and the excluded, the suffering of children and the elderly at risk, the disintegration of the family and the disorientation of youth, the tragedy of so many of our immigrant and refugee brothers and sisters, the exploitation of women and human trafficking.”

We have had a long-standing partnership with Sacred Heart Mission, supporting its meals and residential programs for marginalised people in Melbourne’s St Kilda area. We provide a pro bono linen service to the hostels; a budget for food supplies for the meals program; and Cabrini staff now volunteer at three shifts per month in the dining hall where they help with meal preparation, serving clients and cleaning up.

We support St Kilda Drop in Centre, St Mary’s House of Welcome and The Way Community with similar services.

Since 2006, our Maker’s food services staff have ‘rescued’ unused single portion items from patient trays and recently begun collecting sandwiches and other packaged perishable items at the end of each day. These items are collected by volunteers and distributed through partner agencies.

Another partnership that has a high level of staff involvement is kogo (which stands for knit one give one), a charity established in 2004 with the aim of encouraging people to knit warm winter garments for distribution to the newly. Since the relationship began in 2010, our staff have knitted and donated 137 items comprising jumpers, beanies, scarves, booties, gloves, blankets and berets.

In terms of youth at risk, we continued to fund Open Family’s Chatterbox Bus street outreach youth service, provided financial support to the Philippines-based Save Our School Children Foundation Inc and, in partnership with Kids Off the Kerb and Thao-Dan, we funded a street outreach youth service in Vietnam.

In 2011, we established a relationship with the John Pierce Centre to support an art program for the hearing impaired. This program provides learning and social opportunities for deaf people who are financially disadvantaged or at risk of depression, anxiety or social isolation. During 2011-12, funding for this program continued.

We extended our partnership with CatholicCare (formerly Centacare Catholic Family Services) to include support for asylum seekers in the Dandenong local government area. In collaboration with Mackillop Family Services and Jesuit Family Services, CatholicCare is assisting in the placement and care of unaccompanied minors and vulnerable families under the Community Detention Program initiated by the Commonwealth Department of Immigration and Citizenship. Also, CatholicCare is providing service to asylum seekers living in the community on Bridging Visas while their applications for Australian residency are processed. We chose the Dandenong project as this area has the highest level of ethnic and cultural diversity in Victoria.

We have two partnerships that focus on women at risk. The first is with a not-for-profit organisation called Project Respect, which aims to prevent the exploitation and enslavement of women, including women trafficked to Australia to work in the sex trade. It promotes respect for all women through empowerment, education, advocacy and activism. As well as providing financial support for the work of Project Respect, Cabrini has provided employment for ten women through this partnership.

In 2011-12, we purchased ten subscriptions to Big Issue through its Women’s Subscription Enterprise Project. Big Issue is sold by vendors who have been marginalised through their circumstances and are looking to improve their lives. The magazine is placed in our department waiting areas, in order to draw attention to homelessness and other community issues. More importantly, the fees from the subscriptions support the employment of women to collate, sort and dispatch the magazine each fortnight, providing meaningful work, training and a pathway from homelessness.

Every day we are confronted with news and images of people who are living on the fringe or margins of the world we take for granted. Homelessness and social isolation, natural and man-made disasters, disproportionate allocation of resources, restricted freedoms: these are the everyday realities for society. While we cannot change the world, we have learned that we can make a difference if we step out of our comfort zone and take concrete action.
In 2009, Jenny Reardon began knitting for kogo (the acronym stands for ‘knit one give one’) and has not stopped since. Over the past four years, Jenny has created more than 60 pieces including scarves, hats, cardigans, blankets and mittens, using her own wool. The garments provide comfort and warmth for clients of Sacred Heart Mission and other similar agencies.

Knitting runs in Jenny’s family. She learned how to knit from her mother and grandmother at just eight years of age and is now passing these skills on to her own grown daughter. As a girl, Jenny wore hand-knitted socks and gloves to school.

Jenny enjoys attempting challenging patterns and the satisfaction of seeing the finished product. “It only costs a couple of dollars to create a woollen hat and it doesn’t take me very long – hand-knitted garments are generally thicker and warmer than anything available in the shops and I’m just happy that they go to people who need them.”

About kogo: The kogo organisation was established in 2004 with the aim of making scarves for people who were experiencing homelessness. Since its inception, kogo has received more than 90,000 hand-knitted items and now supplies 100 agencies.
Community Development

We recognise that we are part of a community that has complex needs. As a large, not-for-profit organisation, we are committed to sharing our resources to strengthen and develop community capacity and sustainability.

Community development projects are intended to empower individuals and groups by providing them with the necessary skills to effect change in their own communities. The partnerships in this area of the program have this as a common goal.

We have a long-standing partnership with Lighthouse Foundation, which provides accommodation for young people together with wrap-around intensive support, professional counselling, therapies and education programs designed to meet their long-term needs.

In 2011-12, we increased our financial support for the Cabrini Lighthouse in the Melbourne suburb of Richmond. Also, we provided extra funding to document Lighthouse Foundation’s unique model of care.

In 2011-12, Cabrini partnered with CatholicCare in four community development projects (two of them new projects):

- We continued to provide support for the Malvern-based family counselling service, which has operated since 1992
- We continued our three-year commitment (initiated in 2009) to funding a community development worker in the Flowerdale community, an area that was badly affected by the Victorian bushfires
- We began a new community education project on Prahran’s Horace Petty Estate
- Another new project in which we are involved is a refugee resettlement program in the outer south-eastern suburb of Dandenong.

We expanded our relationship with Family Life in Bayside, continuing financial support for its community house and providing financial assistance for the ‘Community Bubs’ program.

Staff of Cabrini Brighton enhance the relationship with Family Life by collecting and donating secondhand clothes for sale through Family Life’s secondhand shops and supporting its community Open Garden Day fundraising initiative.

We expanded our partnership with Very Special Kids. In the past 12 months, we have added pro bono linen and computer help desk services to our support for the organisation. Also, we contributed funding to its family support program, which provides counselling and emotional support to parents and a school-holiday based sibling support program.

Undergraduate medical students who are undertaking placements at Cabrini complete a rotation at Very Special Kids House, where they gain valuable palliative care experience.

This area of Cabrini’s social outreach program was targeted for growth during 2011-12. Expenditure was more than $1 million, an increase of $350,000 on last year excluding the value of pro bono services. Three of the projects were enhanced by a moderate or high level of staff involvement.
SUPPORTING LOCAL FAMILIES

• Dr Ralph coordinates Cabrini Brighton’s relationship with Family Life, an organisation that provides grassroots family support service such as a community house in the Melbourne bayside suburb of Sandringham. Dr says the staff of Cabrini Brighton wanted to work with a local organisation that supports the community in the bayside area.

“We receive positive feedback on all the good things we do with Family Life and there is a lot of satisfaction to be gained in helping someone to help someone else.”

The relationship between Cabrini Brighton and Family Life ensures strong support for several key activities. For example, the collection of Christmas gifts, books, towels, manchester and non-perishable foodstuffs for clients of Family Life. Other activities include the collection of clothes for Family Life’s four opportunity shops, which raise money for Family Life’s support services.

In recent years, Cabrini Brighton has supported the promotion of Family Life’s Open Gardens program. Held in springtime, the tenth anniversary of this community and fund-raising event was celebrated in 2011.

About Family Life: Established in 1970, Family Life provides services based on a whole-of-family approach such as counselling, mediation, mental health services, support and community educational services, outreach to homes, case coordination and advocacy. It is community owned and managed and staffed by 90 paid staff and 350 volunteers.
A

boriginal health is a priority health area in Australia given the gap in life expectancy and health outcomes between Indigenous and non-Indigenous Australians. We have been working in this area for more than ten years and have purposefully grown our involvement during the past two years. Except for our support of the Opening the Doors Foundation Indigenous scholarship program in Victoria, our early relationships with Aboriginal groups and organisations were mainly based in the Northern Territory. We remain active there.

We have maintained our partnership with the Cook family, which provides opportunities for Cabrini staff to have a positive experience at Intjartnama, an Aboriginal outstation near Hermannsburg in the Western Arrernte region. During 2011-12, 14 staff participated in this unique opportunity.

We continued to build our partnership with Jesuit Social Services (which was established in 2011), supporting its capacity building work with Eastern and Central Arrernte communities. Using a community development approach, the project is intended to help establish community governance structures to support independence and self-determination. This relationship replaced a previous partnership with the primary health service at Santa Teresa, enabling us to continue our relationship with the Eastern Arrernte people.

Our three-year involvement in the Menzies School of Health Research Getting Every Child’s Heart OK (gECHO) research project finished in 2010-11, bringing an end to our echocardiography health outreach service to remote Aboriginal communities in the Northern Territory. We began a relationship with Cape York Health Services District. It will involve our cardiac technologists making regular visits to the remote communities on Cape York Peninsula to perform echocardiograms on adults and children diagnosed with, or at risk of, rheumatic heart disease.

During the past few years, we have sought to complement these interstate partnerships with local relationships as follows. In 2009, we established a partnership with Stonnington Primary School to fund its Indigenous tutoring program. In 2010, we formed a relationship with Ngwala Willumbong that has resulted in a joint healing garden project at Wija Ulupna women’s house.

In 2011, we developed a relationship with Inner South Community Health Indigenous Access Program, which has resulted in financial support for its weekly Worrinyea community barbecue and provision of free health checks at the Yalukit Willam Ngargee Indigenous Music Day at the St Kilda Festival in 2011 and 2012.

In 2011 we began a relationship with Authentic Community Training, initially supporting ‘Where’s My Uncle’, an emotional and spiritual wellbeing program for Aboriginal men. During the past 12 months, we have supported the development of a new program, ‘Connecting Songlines’, as well as investing in capacity building to enable the company to become the only 100 per cent Aboriginal owned and operated organisation working in Aboriginal healing in Victoria.

In 2011-12, Cabrini’s investment in Aboriginal health was approximately $325,000 which is a three-fold increase since 2009-10. Half of the projects were supported by a moderate or high level of staff involvement.
Bernice Tate, a registered nurse at Cabrini’s coronary care unit for more than 20 years, has always had an affinity with Aboriginal people. She represents Cabrini in its partnership with the Winja Ulupna Women’s Recovery Centre located in the Melbourne suburb of St Kilda.

A current collaborative project is the development of a healing garden. Progress is underway with a water feature established and initial plantings of indigenous flora. Bernice has worked physically on the development, moving rocks and soil, and participated in meetings to understand the centre’s requirements. She hopes the healing garden will be an attractive and tranquil space where residents can reflect and find peace.

Bernice says she has learned much since becoming involved in the project, which provides an opportunity to bridge the gap between Aboriginal and western cultures.

“The women who manage the centre have an incredible knowledge of indigenous horticulture and I am in awe of the artistic and creative skills of both the staff and residents.”

About Winja Ulupna Women’s Recovery Centre: Winja Ulupna is the Yorta Yorta word for ‘Women’s Haven’. It is a residential rehabilitation centre for Koori women who suffer from alcoholism or a drug dependency problem. It provides a relaxed home-like atmosphere for residents’ recovery. Clients participate in a range of culturally relevant self-help and self-development programs and activities each day.
We are committed to improving the health and wellbeing of people in parts of the world that do not share most Australians’ good fortune with respect to availability and accessibility of high quality and comprehensive healthcare. Cabrini Ministries in Swaziland in southern Africa has remained a key partnership. With the support of our staff, we sponsored 95 participants in a program to care for children who have been orphaned by HIV-AIDS or are living in a vulnerable situation because of the epidemic. With funding from the Cabrini Malvern Gift Shop, Cabrini Ministries was able to employ a doctor to support its HIV-AIDS and tuberculosis health outreach, a service that is partially funded by Cabrini in Australia.

In partnership with the Afghan Australian Development Organisation, we continued to support a life skills training program for women who live in the rural Qarabagh and Shakardara districts of Kabul Province. The aim of the program is to improve the lives of poor, illiterate, rural women and girls aged 16-35 years. During the past year, 100 girls and women participated in the program. Evaluation of the program demonstrated personal growth and transformation of the participants. Their standing in the household was improved, as well as their health and wellbeing. We built on our relationship with Sir Run Run Shaw Hospital in Hangzhou, China (established in 2010). We welcomed six staff who gained experience in Cabrini’s surgical theatres and intensive care unit (ICU) via our overseas clinician training program. This relationship was enhanced when Dr John Reeves, Director of ICU and Dr Michael Berry, Clinical Director of the Emergency Department, visited Sir Run Run Shaw Hospital. In partnership with Jesuit Mission Office, we continued to fund medical and nursing training for the Clarist Sisters who work at Holy Family Hospital in Kodarma, India. We continued to support Interplast’s plastic surgery service and education program to Baguio City, Philippines. This was established as a three-way partnership between Interplast, the Missionary Sisters in Baguio City and Cabrini in Australia. As well as providing funding, a Cabrini nurse volunteered as part of the service team.

Within our region, we continued to support and develop our partnerships in Papua New Guinea comprising:
- Wapenamanda Centre for Primary Health in Enga Province
- Catholic health services in the Diocese of Wewak
- Modilon Hospital in Madang
We developed a new relationship with Divine Word University to support Tabubil Hospital, as a clinical training facility for a rural and remote area doctors’ training program.

In Melbourne, we continued our partnership with Moira Kelly’s Children First Foundation, providing life-changing surgery for two children through our medical evacuation program. Paul Moimo required two admissions to correct a significant club foot deformity. Stephen Malakai underwent skin and muscle grafts to his right leg, in order to treat contractures from severe burns he incurred on crawling into a fire as a baby. Both children were from remote highland villages in PNG where there is no access to this type of treatment. Cabrini staff spent time with children during the pre-operative and rehabilitation period at the Cabrini-Children First Foundation Big Day Out.

In 2011-12, four such events were held involving 31 staff. Two days were spent at the farm in Kilmore. One day, the children visited Werribee Zoo and on another, they toured the Melbourne Cricket Ground (MCG).

In 2011-12, Cabrini’s investment in international health was approximately $580,000. This includes nearly $100,000 from staff donations and fundraising efforts and a contribution of $24,000 from the Cabrini Malvern Gift Shop for Cabrini Ministries’ programs in Swaziland. Cabrini staff were directly involved in 11 of 14 projects. Seven projects were supported by a moderate or high level of staff involvement.
Since 1998, PN Ong has volunteered with Interplast Australia & New Zealand as a clinical nurse and has now made five trips to Baguio (Philippines) and Banda Aceh (Indonesia). PN has helped to care for hundreds of patients receiving treatment for congenital conditions such as a cleft lip and palate or acquired conditions such as burn scar contractures. PN’s varied volunteer role has involved monitoring patients on the wards, serving as a runner/scout for surgical operations and providing informal teaching and mentoring for local nurses, whom she describes as excellent.

The work challenges PN’s resourcefulness. She describes reusing plastic drink bottles to create arm splints for children. “It takes me back to the basics of nursing care – I have to really think about how best to use what we have and be careful about what I use or throw away.”

PN most enjoys the teamwork and how the patients and their families respond to the care they receive. Also, she enjoys the challenge of being pushed outside her comfort zone. “It’s great to know I am doing some good and I always come back from the trips feeling humbled and much better for it,” she said.

About Interplast: Interplast Australia & New Zealand provides surgical and allied health services in developing countries in the Asia Pacific region by providing free medical treatment for people who would otherwise not be able to afford to access services.
ACKNOWLEDGEMENTS

We have learned that strong partnerships are an effective way to harness the energy, wisdom and expertise necessary to overturn injustice, disadvantage and powerlessness. We acknowledge the following organisations with which we have partnered in 2011-12.

Australian-based organisations

- Afghan Australian Development Organisation
- Australian Catholic University
- Authentic Community Training
- CatholicCare (previously Centacare Catholic Family Services)
- Family Life
- Indigenous Hospitality House Inner South Community Health
- Interplast Australia & New Zealand
- Intjartnama Aboriginal Corporation
- Jesuit Mission Office
- Jesuit Social Services
- John Pierce Centre
- Kids off the Kerb
- Knit One Give One (kogo)
- Knoxbrooke Inc
- Lighthouse Foundation
- Malvern Emergency Food Program

Overseas organisations

- Cabrini Ministries, Swaziland
- Catholic Health Services, Diocese of Kerema, PNG
- Divine Word University, Madang, PNG
- Franciscan Clarist Sisters, Hazairbag, India
- Mbolion General Hospital, Madang, PNG
- Save Our School Children Foundation Inc, Baguio City, Philippines
- Sir Run Run Shaw Hospital, Hangzhou, China
- Thao Dan, Saigon, Vietnam
- Wapenamanda Centre for Primary Health, PNG

ABOUT CABRINI

Our mission

Who we are: We are a Catholic healthcare service inspired by the spirit and vision of Mother Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

What we believe: We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

What we do: We provide excellence in all of our services and work to identify and meet unmet needs.

Our values

Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Mother Cabrini’s life and reflect her heart, her spirit, her conviction and her approach. They are:

- **Compassion**: Our drive to care is not just a professional duty to provide excellent quality care but is born of a heartfelt compassion for those in need, motivated by God’s love for all people.

- **Integrity**: We believe in the power of hope to transform people’s lives and remain faithful to the bold healing mission and legacy of Mother Cabrini.

- **Courage**: We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Missionary Sisters.

- **Respect**: We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.