



**The St. John Council for Ontario**  
The Most Venerable Order of The Hospital of St. John of Jerusalem  
The Priory of Canada

**Roger A. Lindsay, CStJ, AdeC**  
*President*

November 22, 2002

To: All Branches and Community Service Units  
All District Chairs and Commissioners  
All Branch and Council Staff

Cc: Board Members, Council for Ontario  
Council for Ontario Committee Chairs

### ***Our Way Ahead***

The changes implemented in recent years have resulted in many successes. The strength of our community spirit and of the charitable works that are undertaken in so many wonderful ways across the Province have significantly increased as have the sales of St. John training and first aid products.

Our Community Services, resulting from the comprehensive review of current programmes and community needs, have identified the establishment of key strategic alliances. These alliances with community health and safety programme delivery partners [ such as the District Health Councils ] are important for our future success. The Therapy Dog programme continues to grow apace. Branches have recognized the value in future planning and the importance of financial management.

With these successes as the improved base, we must continue to refine our strategies, to enhance our efficiencies and cost effectiveness in our administration and to deliver our quality training and services.

Your Council Board of Directors at their meeting this week approved the next steps in our plans that will:

- Strengthen our organizational structure by providing for a better alignment and alliances with community health and safety programme delivery partners such as the District Health Councils.

- Provide necessary administrative support locally by centralizing functions through local Administrative Centres as support to all Community Branches. A listing of the Community Branches in Ontario and associated Administrative Centres, along with a map and a listing of Branch Functions, are attached as Appendixes A,B and C.
- Improve transparency and accountability by establishing Boards in each Administrative Centre with Community Branch representation.
- Improve our communication of policies and procedures and to better define the roles and responsibilities of those accountable for our operations by having the Operation and Administrative Manuals revised in line with this new structure and accessible through electronic and hard copy modes.

Our objective is to maximize our resources while minimizing the risk of moving too quickly. This commitment will be phased in district by district beginning in January of 2003 with a target set for full implementation by the end of 2004.

As part of this process the Board is committed that this process operate under the following key guidelines:

- There will be no branches closed by Council, as part of this refinement process.
- All monies raised by a Community Branch's fundraising efforts will be dedicated for spending in that particular community.
- The net revenues raised from training and product sales in a Community Branch will be tracked and distributed proportionately to provide for the ongoing support of the activities of that branch.
- All Community Service Units will be aligned with a Community Branch.
- The financial efficiencies achieved from these strategies will be shared with all branches through a reduction in the rate of Council's revenue sharing fee.

We have a commitment to communication and consultation. The District Chairs and District Commissioners will be meeting over the next few weeks to provide the transition support as part of this communication plan. The Conference set for May 2, 3 & 4, 2003 will be another opportunity for branches and our individual members to learn about, ask questions and to provide input into this plan.

Working together to implement these changes through a transitional process, St. John in Ontario will, I believe, achieve an even stronger leadership role in the provision of enhanced responsive service to people in all the communities of this Province.

I look forward to your ongoing support for the good of the family of St. John. Branches should provide comment to the VP Branch Liaison with information copy to the particular District Chair. Similarly, Community Service units should provide comment to the Provincial Commissioner with information copy to their District Commissioner. All comments will be reviewed and discussed at the next Council Board meeting on January 16<sup>th</sup>, 2003 following which any changes will be communicated to you. And also please feel free to contact me direct on any point. See attached Appendix D for contact information.

As we enter the Christmas Season may I wish you and yours a very happy and memorable time together,

Sincerely,

A handwritten signature in black ink, appearing to read "RAL/Go". The signature is stylized with loops and a long horizontal stroke extending to the right.

RAL/go  
Att.