

DIRECTORY FOR
APOSTOLIC CENTRES

HOSPITALLER ORDER OF
ST. JOHN OF GOD



ST. THOMAS PROVINCE
INDIA

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Fra Donatus Forkan
Priore Generale

Rome, 4th October 2012
Ref. N. PG106/2012

PREFACE

Dear Brothers,

The new General Statutes of the Order, approved by the Extraordinary General Chapter, which took place in November 2009 in Mexico, affirm: “The Provinces, Vice-Provinces and General Delegations, in order to carry out a more specific application of these General Statutes, must draw up and approve a Directory that must also be confirmed by the General Definitory” (art. 185).

The Province of St. Thomas the Apostle, India, of the Hospitaller Order of St. John of God presented to the General Government of the Order in draft form the Directory of the Province, compiled by a specially established Committee, headed by Bro. George Kizhakkevara, to all of which I offer my personal and sincere thanks.

The purpose of the Directory is to integrate and implement the norms that are contained in the Constitutions and the General Statutes, in order to contribute to the growth of the communities and apostolic works.

The text of the Directory has been approved by the Provincial Definitory on 15 September 2012, and confirmed by the General Definitory on 3 October 2012.

I hope that this important document will give to the family of St. John of God new strength and focus in the fulfillment of the Mission of Hospitality, for the benefit of poor sick and needy people, the edification of the People of God and the admiration of society.

May Saint John of God serve as the inspiration, model and guide in all that you are and in all that you do.

Bro. Donatus Forkan, O.H.

Prior General

LETTER OF PROVINCIAL

Each of the Centres of the St. Thomas Province, India, of the Hospitaller Order of St. John of God, is an integral part of the mission of the Roman Catholic Church and of the Order. We, therefore, focus on our Mission and on our Charism and then ask how we can carry it on.

The purpose of our organizational structures is to facilitate this Mission and to serve it adequately and to the best of our abilities.

Our Centres are, first and foremost, St. John of God Centres, linked by the Charism of Hospitality and by a common heritage, a common mission, a common philosophy and for operational purposes, by common control and accountability. This is to ensure faithfulness to the mission of the Hospitaller Order. Therefore, it is appropriate that we define and apply major policies and procedures which are applicable to all Centres.

In order to promote in the Co-workers of the Province an awareness of and a mentality of participation and cooperation in the apostolic activities of the Hospitaller Order, in accordance with the socio-economic, multi-religious context of India and Mauritius, this Directory is formulated.

A number of Policies have already been drafted and are enclosed. Additions and variations could be made to it from time to time.

The Provincial Definitory held at Trichy on 15 September 2012 unanimously gave its approval for this newly developed Province Directory.

I am happy that the Committee headed by Bro. George Kizhakkekara was dynamically involved in the preparation of this scholarly developed Province Directory.

Bro. Antony Palamattom O.H.
Provincial

15 September, 2012

1. GENERAL INTRODUCTION

- 1.1. The Hospitaller Order of St. John of God has its roots in Granada, Spain where its founder, John Ciudad, who became known to the people of his time as John of God, opened his first hospital in 1539.
- 1.2. The Order provides a wide range of services in the fields of health care, special education and social welfare. In doing so, it aims to do more than duplicate the services of secular institutions engaged in similar fields. The Order exists because the Brothers of St. John of God are as convinced today as was their founder in the 16th century Spain, of the need for a religious presence in these Works. It is a form of Christian ministry and evangelization. To heal and to teach as Jesus did, in the manner specifically exemplified by St. John of God, is their underlying motivation and distinctive characteristic. To this end, the Brothers profess a fourth vow of Hospitality in addition to the three essential vows of religious life – chastity, poverty and obedience. The Brothers undertake to serve people who are sick, poor and disadvantaged, even at the peril of their lives.
- 1.3. We aim to provide a quality of care and attention which is unique and reflects the Charism, or gift of Hospitality, which was St. John of God's special legacy to the Church, and is perpetuated through the lives and ministry of his Brothers. This Charism of the Order is not, however, confined to the lives of the Brothers, it is shared fully with their Co-workers so that Christian values, virtues and principles permeate the services they operate, responding to the reality of human suffering in a way that reflects the compassion and care of Jesus Christ on whom their founder modelled his life and approach to suffering humanity.
- 1.4. The hallmark of our service is a deep love, respect and understanding of mankind in all its complex human, social, religious and spiritual dimensions.
- 1.5. St. John of God Centres are private, not-for-profit organizations extending their services beyond the presenting Client to meet also the needs of their Families. We recognize and seek to promote the rights of Clients, their parents and family. We also work to promote the dignity and well-being of people availing themselves of our services. Each is treated as a person first, and programming is individualized to meet their particular needs, aiming to minimise their limitations and maximise their future options. Ours is a holistic approach where self-sufficiency is promoted at all times.

- 1.6. Brothers of St. John of God are members of a religious Order in the Roman Catholic Church. We make no distinction on the ground of caste, creed or sex in the services rendered to Clients attending programmes at the Order's Centres.
- 1.7. There are different rules to regulate the life and activities of the Brothers: the Rule of St. Augustine, the Constitutions of the Order and the General Statutes of the Order. All these have a universal appeal.
- 1.8. In the General Statutes of the Order it is stated that, "The Provinces, Vice-Provinces and General Delegations, in order to carry out a more specific application of these General Statutes, must draw up and approve a Directory that must also be confirmed by the General Definitory" (General Statutes [GS] 185). In the light of this direction of the General Statutes, we have drafted a 'Directory' for the entire St. Thomas Province, India.

2. OUR LIFE AS HOSPITALLERS

2.1 Vision

That the people, whom we serve, especially the marginalized, attain life in abundance, through healing, health and wholeness, in the manner of St. John of God.

2.2 Mission

In the footsteps of St. John of God, the founder and father of the Hospitaller Family, we carry out the healing ministry of Jesus Christ through the Charism of Hospitality.

3. Co-workers (GS 20-30)

- 3.1 'We promote the vision of the Order as the 'Hospitaller Family of St. John of God' and we welcome the possibility of sharing our Charism, spirituality and mission with Co-workers recognizing their qualities and talents' (GS 20).
- 3.2 All Co-workers must be properly screened before appointment.
- 3.3 As far as possible Co-workers should be selected and appointed by a Selection Committee.
- 3.4 The Selection Committee should ensure the following qualities in those selected: professional competency and commitment, psychological balance, sound moral and spiritual values, conviction of the Hospitaller values and no antagonism to Christianity.
- 3.5 For senior appointments in particular, every effort must be made to attract and keep people of high standard. This requires a painstaking, careful approach at every stage of the recruitment and development process.

- 3.6 A just and fair salary and other statutory benefits shall be given to all our Co-workers.
- 3.7 Induction programmes are to be conducted for the newly appointed Co-workers.
- 3.8 The School of Hospitality shall assist in the formation of our Co-workers.
- 3.9 We shall make efforts to promote and develop the professional skills and knowledge of our Co-workers through in-service education programmes.
- 3.10 It is also the aim of the Order that all Co-workers in its Centres should be of high caliber in relation to the positions they hold.
- 3.11 For every Co-worker, there shall be a job description and a letter of appointment signed by the respective authority of the institution and a letter of acceptance signed by the Co-worker.
- 3.12 A Co-worker dismissed from one Community/Centre shall not be taken into another without an understanding with the former one.
- 3.13 The Bursar or the person responsible must keep a personal record of each Co-worker. Therein, remarks about his character, his family, description of loans and charity extended to him and the repayment of loans taken, etc., must be recorded, as well as the memos served on him.
- 3.14 Fair and decent accommodation facilities shall be provided, if required.
- 3.15 We aim to provide sufficient attention to the spiritual needs and prayer life of the Co-workers: Holy Eucharist, the Sacrament of Reconciliation, Rosary, etc.
- 3.16 Exaggerations are to be avoided while giving benefits to the Co-workers, like picnics, Christmas gifts, dinners, etc.
- 3.17 The Bursar/the one in charge shall consult the Prior/Director while granting an advance of up to one month's salary to Co-workers.
- 3.18 The Co-workers should adhere to a dress code suitable to the Community/Centre premises.
- 3.19 Any Co-worker who may feel discriminated against should raise the matter through his/her respective department heads to the Administrative Committee first, then to the Management Body, and finally to the Provincial Curia, if the complaint is not resolved at the lower levels.
- 3.20 No Co-worker is permitted to derive any benefit in the course of his/her official duties that might have the effect of placing him/her in a position where his/her personal interest and his/her duties to the Centre or to any visitor or client would be in conflict.
- 3.21 Any Co-worker who purports to act for and on behalf of the Centre/Province, or commits to enter into any transaction or agreement from

which he personally derives or is likely to derive some benefit shall be liable to disciplinary action.

4. COMMUNITY OF APOSTOLIC SERVICE (GS 46-52)

- 4.1 The Order, endeavouring to maintain, deepen and perpetuate the Hospitality of St. John of God towards others as an integral part of the life of God's people, carries out a wide range of health and social service activities across the world. All our apostolic Centres are Catholic in nature, based on the Gospel principles, doctrines of the Church and human rights. We provide not only service but also education, prevention, rehabilitation, community care, and are open to new needs – “we are open to all forms of suffering” (GS 18). We give holistic care without any discrimination of caste, color, sex or creed. We do this in the manner of St. John of God, our patron saint. We affirm that the centre of our interest is the person being assisted and that we have a ‘preferential option for the poor’.
- 4.2 Therefore to ensure this the following policies and guidelines are to be observed:
- 4.3 Respect each patient as a human being with unique individuality created in the image and likeness of God.
- 4.4 Give utmost importance to the rights of patients.
- 4.5 In accordance with the teachings of the Catholic Church we never encourage euthanasia or abortion or artificial birth control measures in our Hospital (GS 50).
- 4.6 Give importance to pastoral care, considering that religious and spiritual care is vital for healing, giving special attention to the spiritual needs of the patients and their relatives, while respecting other creeds and life choices (GS 50).
- 4.7 Observe professional confidentiality and take care that they are respected by those who come close to the patients.
- 4.8 Aim to practice the core values of Hospitality, quality, respect, responsibility and spirituality.
- 4.9 Aim, as a team, to provide holistic care to our patients with professional standards using modern means in therapeutic relationships (GS 50).
- 4.10 While we totally depend on Divine Providence in carrying out our apostolic activities, we endeavour to ensure that individuals and institutions at the national and international, ecclesial and civil levels provide financial support for our apostolic works (GS 52).

5. PASTORAL CARE AND BIO-ETHICS (GS 53-55)

- 5.1 Pastoral Care is a valued and integral component of holistic care grounded in the Gospel values and Mission of St. John of God. It is a necessary part of any service of the Hospitaller Order of St. John of God. So in India, we are committed to give pastoral care to those under our care. We are also concerned about the ethical issues involved in providing services to our sick and needy.
- 5.2 For this there shall be a Pastoral Care and Bio-ethics Committee in all our apostolic Centres (cf. Nos. 8.1.5 & 8.6.4).

6. ADMINISTRATION AT THE PROVINCE LEVEL (GS 139-145)

6.1 Introduction

- 6.1.1 In order to animate the services of the Province the following administrative structures will serve as a frame of reference to its members in the discharge of the apostolic and religious services to the sick and the needy.
- 6.1.2 A two-thirds majority in the Provincial Chapter is needed to change any part/clause of the Province Directory.
- 6.1.3 The Provincial and the other members of his out-going ministry shall include in their report concrete suggestions from their experience to improve on the activities of the Province.
- 6.1.4 The new office-bearers should take charge within thirty days of the Provincial Chapter.
- 6.1.5 The new Provincial and the Councillors shall visit the local ordinary at the earliest.
- 6.1.6 Before the new office-bearers take charge a special course of three days shall be conducted for them.
- 6.1.7 The course may contain introductions to team work, Community development, interpersonal relationship, etc.
- 6.1.8 Handing over charge to the new office-bearers is to be done in a fraternal atmosphere, with well prepared handouts, proper explanations, etc. (GS 139).
- 6.1.9 The Prior of the Community shall be responsible for arranging a formal function to introduce/thank the incoming and outgoing office bearers.
- 6.1.10 In addition to the formal function of introducing the new office-bearers, the outgoing office-bearers should personally introduce them to the Co-workers and make a physical orientation to the Centre.

- 6.1.11 A welcoming environment shall be created to the incoming office bearers (clean room, clean office, etc.) so that they feel at home.
- 6.1.12 It is desirable to show courtesy to the previous office-bearers by inviting them to participate in the events of the Centre/Community/Province.
- 6.1.13 The Provincial Curia shall have ultimate responsibility for major decisions with regard to expansion of services and infrastructure, change of services, and approving development plans.
- 6.1.14 All the major Centres shall formulate their own service rules.
- 6.1.15 Appointments to the key positions shall be with the approval of the Province Curia.

6.2 Physical Structures/Facilities

- 6.2.1 Office for Provincial
- 6.2.2 Office for Province Secretary and Secretary to Provincial
- 6.2.3 Office for Formation and Vocation Commission
- 6.2.4 Office for Commission for Fundraising
- 6.2.5 Province archives
- 6.2.6 Province museum

6.3 Co-workers

- 6.3.1 Adequate Co-workers may be appointed for the administration and coordination of the activities of the Province.

N.B. Cf. Chapter 3, on Co-workers (page 10).

6.4 Province Commissions (GS 143)

6.4.1 Introduction

- 6.4.1.1 For an effective animation of the life of the Province, the following commissions shall be set up, for which the Provincial shall be the ex-officio chairperson.

6.4.2 Commission for Mission and Co-workers

- 6.4.2.1 A Commission shall be set up at the Provincial level for animating all our apostolic activities with one of the Provincial Councilors as responsible.
- 6.4.2.2 Heads/Directors of major institutions may be included as members of the Commission.
- 6.4.2.3 They shall meet at least twice a year to plan and evaluate the apostolic activities of the Province and to discuss new missions.

6.4.3 Commission for Pastoral Care and Bio-ethics

- 6.4.3.1 A Commission shall be set up at the Provincial level for animating pastoral care and Bio-ethics with one of the Provincial Councilors as responsible.
- 6.4.3.2 Heads of department of pastoral care of major Centres may be included as members of the Commission.
- 6.4.3.3 The Commission shall meet at least twice a year to plan and evaluate and discuss the pastoral care and bio-ethical issues of the different Centres of the Province.
- 6.4.3.4 There shall be a consultant priest, with qualification in moral theology.
- 6.4.3.5 The Commission shall organize awareness programs on pastoral care and bio-ethics.
- 6.4.3.6 The Commission shall prepare selected personnel for pastoral care work by sending them for suitable training in this field.
- 6.4.3.7 The Commission shall ensure that a pastoral care and bio-ethics team is set up and functioning in all major Centres.

6.4.4 Finance Commission

6.4.4.1 A Commission shall be set up at the Province level for monitoring and directing the financial matters of the Province, its different Communities and Centres.

6.4.4.2 The members of the Committee shall include:

- 6.4.4.2.1 Chairperson : the Finance Manager of the Province
- 6.4.4.2.1 Member : the Provincial Bursar
- 6.4.4.2.1 Member : a Provincial Councillor

6.4.4.3 Duties and Powers of the Finance Commission

- 6.4.4.3.1 The Finance Commission shall be responsible for compiling the accounts of the Province from the initial and subsidiary accounts rendered to the audit.
- 6.4.4.3.2 The Finance Commission shall, in so far as the accounts, for the compilation or keeping of which the Commission is responsible, enable it so to do, the Commission shall give information to the Centres, such information as they may, from time to time, require, and render such assistance in the preparation of the Centre’s annual financial statements as Centres may reasonably ask for.
- 6.4.4.3.3 The Finance Commission shall study the Projects submitted to the Provincial Curia from various Centres, for financial viability and availability of funds, and advise the Provincial Definitory.
- 6.4.4.3.4 The Finance Commission shall audit all expenditure from the consolidated fund of the Province and of each Centre and ascertain whether the

moneys shown in the accounts as having been disbursed were officially/ legally available for and applicable to the service or purpose to which they have been applied or charged and whether the expenditure conforms to the authority which governs it.

- 6.4.4.3.5 The Finance Commission shall audit all transactions of the Centres relating to funds, with particular regard for the purpose to which they were allotted.
- 6.4.4.3.6 The Finance Commission shall have authority to inspect any office of accounts under the Centres of St. Thomas Province and such offices responsible for the keeping of initial or subsidiary accounts, as submit accounts to Finance Commission.
- 6.4.4.3.7 The Finance Commission shall have authority to require that any accounts, books, papers and other documents which deal with or form the basis of or are otherwise relevant to the transactions to which its duties in respect of audit extend, shall be sent to it for its inspection;
- 6.4.4.3.8 The Finance Commission shall have authority to put such questions or make such observations as it may consider necessary, to the person in charge of the office and to call for such information as it may require for the preparation of any account or report.
- 6.4.4.3.9 The Finance Commission shall have authority to ensure that the given procedures are followed while purchasing or adding fixed assets.
- 6.4.4.3.10 To inspect all the procedures of transactions while disposing of any high value fixed assets like vehicle, land, etc.
- 6.4.4.3.11 The person in charge of any office or department, the accounts of which have to be inspected and audited by the Finance Commission, shall afford all facilities for such inspection and comply with requests for information in as complete a form as possible.
- 6.4.4.3.12 The Finance Commission may propose to the Provincial Leadership that it may be authorised to undertake the audit of accounts of any Centre, the audit of which has not been entrusted to it by provision of the appointment, if the Finance Commission is of opinion that such an audit is necessary because a substantial amount has been invested in, or advanced to, such a Centre.
- 6.4.4.3.13 The Provincial Leadership may, after consultation with Finance Commission, by Circular, make rules for carrying out for the maintenance of accounts.
- 6.4.4.3.14 Rules may be provided for the manner in which initial and subsidiary accounts shall be kept by the Centres, offices and departments rendering accounts to audit.

- 6.4.4.3.15 Rules may be provided for the manner in which the accounts of the Centres or of a particular service, in respect of which the Finance Commission has been relieved from the responsibility of compiling or keeping the accounts, shall be compiled or kept.
- 6.4.4.3.16 Rules may be provided for the manner in which the accounts of stores and stock shall be kept in any office or department of the Centres.
- 6.4.4.3.17 Rules may be provided for purchasing fixed assets which cost above INR. 100,000/- (Rupees one lakh).
- 6.4.4.3.18 The Finance Commission shall be authorised to make regulations for carrying into effect the stipulations of the General Statutes of the Order and Policies and Guidelines of the Province in so far as they relate to the scope and extent of audit, including laying down for the guidance of the Centres the general policies and guidelines of Province accounting and the principles in regard to audit of receipts and expenditure.
- 6.4.4.3.19 The Finance Commission shall be authorized to dispense with, when circumstances so necessitate, any part of detailed audit of any accounts or transactions and to apply such limited check in relation to such accounts or transactions as it may determine.
- 6.4.5 The Financial Policy of the Province**
- 6.4.5.1 The Prior/Director of the Community can incur an extraordinary expense/capital investment up to INR. 50,000.
- 6.4.5.2 With the consent of his Councillors/Management Team he can spend up to INR. 1,00,000. In reasonable cases the Provincial can use his discretionary power to permit an extraordinary expense up to INR. 5,00,000 provided the request for extraordinary expense is with the consent of the Management Body.
- 6.4.5.3 As per the guideline/ceiling of the General Curia of the Order, the Provincial Definitory can have/issue permission for an extraordinary expense/capital investment of INR. 60,00,000 to 70,00,000 (sixty to seventy lakhs only, i.e., equivalent of Euro 1,00,000).
- 6.4.5.4 To spend beyond these amounts a written permission from the respective authority is required.
- 6.4.5.5 All incomes by way of cash/cheque/DD, etc. need to be deposited into the incoming fund account only.
- 6.4.5.6 All cash requirements to meet all types of payments shall be drawn from the spending bank account only.
- 6.4.5.7 To enable fund transfer, an advance fund requisition statement with category heads as shown in the relevant budget has to be issued to the respective Secretary of the society of the Centre.

6.4.5.8 Utilisation and balance statement of more recently transferred fund must be sent along with the request for fund transfer.

6.4.6 Commission for Fundraising

6.4.6.1 To support and promote the mission of Hospitality of the Province by increasing its annual income, a Fundraising Commission was formed in the Province by the Provincial and his team. The Commission is directly responsible to the Provincial. The Commission includes a Director, an associate and a Co-worker in each state.

6.4.6.2 Its activities are public relations, fundraising, implementing agreed programmes and participating in the overall long-range planning and development of the Province, by:

6.4.6.2.1 Recommending and achieving appropriate targets for the Department.

6.4.6.2.2 Identifying and acting on opportunities to promote the Order and its projects.

6.4.6.2.3 Meeting regularly with the team of Speakers, agreeing a programme, contacting prospective audiences, ensuring that appropriate resources are available and participating in the speaking programme as necessary.

6.4.6.2.4 Building a high quality mailing list.

6.4.6.2.5 Distributing a newsletter to all Prospects and taking every opportunity to increase and personalize the contacts.

6.4.6.2.6 Acknowledging every donation promptly with a personal letter or a telephone call if over INR. 1000 and a visit whenever practicable if over INR. 50,000. Using discretion to follow up regular donors whose individual gifts fall below these figures.

6.4.6.2.7 Looking for opportunities for “special events” and evaluation of all proposals for “special events”, favouring those which provide opportunities for personal involvement by the participants.

6.4.6.2.8 Preparing Operating and Capital Budgets for the Department in accordance with the Province timetable.

6.4.6.2.9 Creating and maintaining a Central Data Base.

6.4.6.2.10 Reviewing and recommending equipment requirements as part of the annual budget process.

6.4.6.2.11 Ensuring that every new contact name enters the data base as a prospect.

6.4.6.2.12 Recording all donations and banking them promptly, in accordance with a system approved by the Bursar/Finance Manager.

6.4.6.2.13 Facilitating “donor development” through research and making the Central Data Base “user friendly”.

- 6.4.6.2.14 Expanding the resources of the Department appropriately.
- 6.4.6.2.15 Maintaining a sensible balance between income and expenditure, aiming to achieve “break even” and improving the ratio progressively thereafter.
- 6.4.6.2.16 Developing an initial 5 year plan covering an outline programme, results expected, upgrades in staff and equipment, and accommodation needs.
- 6.4.6.2.17 Enhancing the positive image of the Order through the Department’s activities.
- 6.4.6.2.18 Considering the possibility of adverse reactions when programmes are being planned.
- 6.4.6.2.19 Ensuring that new staff members are fully orientated before dealing with the public directly.
- 6.4.6.2.20 Considering all external events which have implications for the Order and its image and how best to respond to them.
- 6.4.6.2.21 Contributing to the overall Fundraising planning of the development of the Province.
- 6.4.6.2.22 Supporting all Centres in their quest for income through fundraising by responding to their requests, sharing resources and offering ideas.
- 6.4.6.2.23 Contributing to the development of long-range plans at Province level on request.

6.4.7 Justice Commission

- 6.4.7.1 There shall be a three-member Justice Commission at the Province level to investigate into allegations and grievances.
- 6.4.7.2 The Justice Commission members are empowered to avail the services of Justice Committees of the Centres, if available, and of external experts whenever required, before presenting reports to the Provincial Leadership.

6.4.8 Institute of Hospitality

- 6.4.8.1 The aim of the Institute of Hospitality in its broader sense is to transmit the Order’s values to the members of the Family of St. John of God. Since the future of the Order’s Centres depends heavily on Co-workers identifying with the Orders’ ideals, specific formation programmes have to be initiated by the Institute of Hospitality.
- 6.4.8.2 Therefore, the Provincial and his Councilors shall appoint the Director and team members of the Institute of Hospitality.
- 6.4.8.3 The chairman of the Institute shall be one of the Councilors.
- 6.4.8.4 The office shall be located at a convenient place so that the director can organize its activities.

- 6.4.8.5 In order to accomplish the aim of the Institute of Hospitality the director/ or his team shall be responsible for:
 - 6.4.8.5.1 Arranging classes/seminars or such training programmes for the Co-workers of our Centres,
 - 6.4.8.5.2 Arranging classes /seminars or such training programmes for the students in our School and College of Nursing,
 - 6.4.8.5.3 Organizing and conducting induction programmes for the newly appointed staff members in our different Centres.
 - 6.4.8.5.4 Conducting ongoing training programmes for the Co-workers as well as students on a regular basis.
 - 6.4.8.5.5 Making periodic evaluations and modifications in the functioning of the Institute.

7. DUTIES AND RESPONSIBILITIES OF THE DIRECTORS

- 7.1 **Duties and Responsibilities of the Director of St. John's Hospital at Kattappana**
 - 7.1.1 The Director is primarily responsible for the Mission of Hospitality in the Hospital, Nursing School and Nursing College, and for implementing the policies and guidelines laid down by the Management Committee.
 - 7.1.2 He shall maintain the following records pertaining to the Hospital, Nursing School, Nursing College and other related buildings:
 - 7.1.2.1 Government Orders (G.O.) regarding recognition
 - 7.1.2.2 Building stability license
 - 7.1.2.3 Sanctioned plan of the buildings
 - 7.1.2.4 Auditors report of every year
 - 7.1.2.5 Appointment orders and all other relevant records pertaining to the Co-workers
 - 7.1.2.6 Inventory of the assets
 - 7.1.2.7 All documents relating to court cases
 - 7.1.2.8 All licenses obtained by the Hospital
 - 7.1.2.9 All case records and registers of patients, medico-legal cases, etc. as per rule.
 - 7.1.3 Select and appoint Co-workers to various departments.
 - 7.1.4 Prescribe duties, responsibilities and employment conditions of all Co-workers.

- 7.1.5 Take appropriate corrective measures against erring Co-workers.
- 7.1.6 Interpret Hospital polices and regulations and see that they are implemented.
- 7.1.7 Maintain the standard of care provided to the patients.
- 7.1.8 Do regular administrative rounds of all the departments.
- 7.1.9 Make sure that the patients are treated in a humanised way.
- 7.1.10 Make sure the pastoral care of patients, relatives and Co-workers.
- 7.1.11 Safeguard Christian ethics in the activities and situations of the Centre.
- 7.1.12 Ensure that reports of various Committee meetings are sent to the Provincial Curia.
- 7.1.13 Keep the local Community informed of the activities of the Hospital.
- 7.1.14 Prepare the annual capital and operating budget.
- 7.1.15 Ensure adequate supply of materials for the smooth running of the Hospital.
- 7.1.16 Operate the bank accounts of the Centre.
- 7.1.17 Do a periodical cost analysis of the entire Centre.
- 7.1.18 Counsel and educate the Administrative Committee or concerned persons regarding different financial aspects.
- 7.1.19 Work out and implement a proper system of internal control to ensure proper recording and accounting of entire income and expenses of the Centre.
- 7.1.20 Make up to date reports and maintain all books of accounts of the Centre.
- 7.1.21 Convene the Administrative Committee meetings and keep minutes of the meetings.
- 7.1.22 Negotiate contracts of Co-workers.
- 7.1.23 Be responsible for concessional medical care and free care.
- 7.1.24 Meet department heads, co-ordinate their activities, formulate programme for the Hospital and solve administrative problems.
- 7.1.25 Improve communication in the Hospital.
- 7.1.26 Maintain good public relations with the local Community and other establishments.
- 7.1.27 Develop co-operative relationship among the departments.
- 7.1.28 Attend meetings of the Order (Management), medical staff and other Hospital committees.

- 7.1.29 Supervise all business of the Hospital.
- 7.1.30 Be responsible for co-ordination in all areas of operation of the Hospital.
- 7.1.31 Be responsible for the Nursing School and the Nursing College.
- 7.1.32 Update periodically the service rules of the Hospital.

N.B.: For additional orientation to policies for 'Director' refer to No. 7.2 (page 22).

7.2 Duties and Responsibilities of the Director of St. John of God Centre at Velloor

7.2.1 Introduction

- 7.2.1.1 The St. John of God Centre, Velloor exists for Mission. Through our activities we seek to be faithful to Mission by being in tune with the creating power of God in the world; and by our presence with struggling humanity to enable people to live in fullness.
- 7.2.1.2 The Director of the St. John of God Centre, Velloor is primarily responsible for the stewardship and animation of this Mission; ensuring that all of the activities and relationships of the Centre are aligned with its Mission, Values and Vision.
- 7.2.1.3 The Director shall be responsible to the Provincial.
- 7.2.1.4 He is to provide leadership to the Centre, ensuring its desired outcomes are in keeping with its Mission, Values and Vision. He is primarily responsible for the Mission of Hospitality in the Centre.
- 7.2.1.5 He is to ensure the Centre is a viable and sustainable service.
- 7.2.1.6 He is to ensure best practice is achieved in all areas of the Centre.
- 7.2.1.7 He is to find, in partnership with key stakeholders, new and creative ways of solving the problems that beset the Centre's client group, building new partnerships that endure beyond the role of the Director, and providing advocacy that challenges Government and community attitudes towards people with differing abilities.

7.2.2 Planning and Evaluation

- 7.2.2.1 In order to effectively develop the Centre into the future in a manner aligned with the Mission, Values and Vision, and in a manner that meets the current and potential needs of its clients, planning processes are a critical responsibility of the Director; who is acutely aware of the importance of collegiality and communication with all Co-workers
- 7.2.2.2 The Director, following an appropriate process of consultation with the religious communities and Co-workers, will prepare a four year Strategic Plan for the Centre.

7.2.2.3 The Director will initiate an annual process of review of the Business Plan that involves the participation of the religious communities and Co-workers.

7.2.2.4 The Director will undertake social analysis and needs assessment as required to inform any planning process.

7.2.3 Human Resources Management

7.2.3.1 All Co-workers of the Centre have a right to be treated justly and hospitably. The Director must continually monitor and assess the human resources policies and procedures to ensure they are aligned with the Mission, Values and Vision of the Centre, and accepted industrial relations practices.

7.2.3.2 All staff (Brothers, Sisters and Co-workers) are invited to be active participants in the Mission of Hospitality through their work, professional and personal experience and skills, as well as their commitment to the clients.

7.2.3.3 All Co-workers are to be treated justly and equitably and the employer-employee relationship is to be based on the Mission, Values and Vision of the Centre.

7.2.3.4 The Director is responsible for ensuring that the principles of 'equity and access' are followed and the relevant legislation regarding Equal Employment Opportunities, Affirmative Action, and Harassment are implemented.

7.2.3.5 The Director in applying this legislation will address among other matters the following issues: recruitment based on merit, promotion based on merit, elimination of discriminatory practices, equal access to training and development opportunities, an adequate mechanism for the handling of grievances and a work place that is free of harassment.

7.2.3.6 All Co-worker appointments are to be based on merit and made through a transparent selection process which includes making available relevant documentation prior to interview.

7.2.3.7 The Director will ensure that the recruitment of Co-workers will comply with statutory requirements and organizational policies will be continually updated in light of legislative changes.

7.2.3.8 The Director will develop, implement and regularly evaluate a recruitment policy and procedures for the Centre.

7.2.3.9 All Co-workers are to receive a general induction and orientation into the Centre including an explanation of the Mission of Hospitality and its implications for the work place.

- 7.2.3.10 The Director will ensure that each Co-worker and religious has a job description which clearly outlines their duties and line of accountability and makes explicit its role in Mission.
- 7.2.3.11 Brothers and Sisters working in the Centre are to enjoy the same rights and accountabilities as other Co-workers.
- 7.2.3.12 Remuneration of Co-workers and conditions of employment shall generally reflect the labour market or the appropriate awards and conditions as determined by Government legislation.
- 7.2.3.13 The Director will ensure that each Co-worker is justly remunerated, and is provided with working conditions and opportunities that reflect the Gospel Values and the Mission, Values and Vision of the Centre.
- 7.2.3.14 Specifically, the Director is responsible for the remuneration of Co-workers in the school, hostel and canteen; as well as the electrician, driver, gardener and receptionist.
- 7.2.3.15 The Director will develop a code of conduct designed, in light of the Mission, to clarify the expected high standards of behaviour and professionalism on the part of Co-workers.
- 7.2.3.16 All Co-workers will be asked to sign the Confidentiality and Professional Standards Agreement at the time of their employment.
- 7.2.3.17 The Director must make a qualitative assessment of the Co-workers' professional performance as well as their relational abilities.
- 7.2.3.18 The Director will develop, implement and regularly evaluate a process for annual performance appraisals.
- 7.2.3.19 The Director needs to ensure that all Co-workers are aware that where behaviour, actions, performance or attitude is not at a standard acceptable to the Centre, and no change occurs, then formal disciplinary action may be required.
- 7.2.3.20 The Director is required to develop policies and procedures regarding the continuing education and professional development of Co-workers and include this as a regular budget item.
- 7.2.3.21 Performance appraisals provide the opportunity and context to identify training and development needs which are most likely to benefit the individual and the Centre as a whole.
- 7.2.3.22 The Director must ensure that professional development includes the opportunity for Co-workers to reflect on the spiritual significance of their work, and the specific nature of work within the context of a St. John of God Service.
- 7.2.3.23 As a vivid expression of the Mission of Hospitality the Director must ensure that a healthy working environment exists in which detrimental

and hazardous physical and psychological factors are closely monitored and controlled.

- 7.2.3.24 The Director is responsible for ensuring that appropriate ‘occupational health and safety guidelines’ are in place and closely monitored for the benefit of Co-workers and clients alike.
- 7.2.3.25 The Director is responsible for ensuring that ongoing professional development in the area of ‘occupational health and safety’ occurs.
- 7.2.3.26 As a concrete expression of the Mission, Values and Vision of the Centre the Director will ensure that pastoral care opportunities are available for all Co-workers, clients and their families.
- 7.2.3.27 The Director must ensure that all communication between Co-workers and supervisors is open and aimed at encouraging the resolution of issues and concerns informally. Where this is not possible a formal grievance procedure will be followed.
- 7.2.3.28 All Co-workers have the right to due process in the resolution of their grievances and the Director is responsible for developing and implementing a grievance policy and procedures. As a minimum this policy will allow that:
 - 7.2.3.28.1 Co-workers have an effective and acceptable means to present their suggestions, dissatisfactions or problems to the management without fear of recrimination.
 - 7.2.3.28.2 Co-workers’ grievances will be handled in a confidential and discreet manner.
 - 7.2.3.28.3 Co-workers have a right to natural justice and thus their grievances are to be handled in a fair and equitable manner.
- 7.2.3.29 The Director will ensure the development and implementation of an exit procedure to allow for the smooth transition of Co-workers either into retirement or another place of work. This process should be flexible and respectful of the needs of the individual.
- 7.2.3.30 The Director will ensure that regular Co-workers’ meetings take place for each relevant department.
- 7.2.3.31 The Director will be responsible for convening and chairing an Advisory Committee, which will assist in the implementation of the strategic direction of the Centre, and the relationships between the Centre and the wider community.
- 7.2.3.32 The Director will ensure that the Advisory Committee meets regularly throughout the year, and will be responsible for setting an appropriate agenda.

- 7.2.3.33 The Advisory Committee will comprise: the Director (Chair), Prior, local Panchayat representation, Parish Priest, an advocate and other members as deemed appropriate.
- 7.2.3.34 The Director will be responsible for convening and chairing a Management Team, which will assist in the operational running of the Centre.
- 7.2.3.35 The Director will ensure that the Management Team meets monthly, and will be responsible for setting an appropriate agenda.
- 7.2.3.36 The Management Team will comprise: the Director (Chair), Prior, one representative from the Brother's Community, one representative from the Sister's Community and representative Co-workers from each department.
- 7.2.4 Stakeholder Management**
- 7.2.4.1 Strong relationships and networking opportunities with other agencies involved in the support of people with differing abilities, with central and local government, and with the Province of India and the services it auspices, is crucial to the viability and visioning of the Centre.
- 7.2.4.2 The Director will represent the interests of the Sponsor, the Hospitaller Order of St. John of God and The Society for the Empowerment of the Learning Disabled (SELD) in an appropriate manner to achieve productive outcomes.
- 7.2.4.3 The Director will develop and maintain an advocacy role on behalf of the Centre and its client group to Central and Local Government and other relevant organizations.
- 7.2.4.4 The Director will manage stakeholder relationships with Hospitaller Order of St. John of God and its Delegation Services, Government agencies, funding providers, and relevant organizations and forums.
- 7.2.4.5 The Director will develop and implement public relations/communications strategies which promote the Centre's profile and services, and other appropriate information as deemed necessary to achieve outcomes; e.g. promotional material: written, electronic, web, newsletters, public speaking opportunities, media releases, logo and stationary.
- 7.2.4.6 The Director will initiate and support the development of a Parents, Teachers and Friends Association, that will assist the Centre both in terms of volunteer support and fundraising.
- 7.2.5 Stewardship of the Financial Resources**
- 7.2.5.1 The Director will be specifically responsible for the stewardship/managing of the property associated with the school, hostel, canteen and garden.
- 7.2.5.2 The Director will ensure that appropriate insurance coverage is in place to protect the property.

- 7.2.5.3 The Director will be specifically responsible for the property associated with the school, hostel, canteen and garden.
 - 7.2.5.4 The Director will ensure that appropriate insurance coverage is in place to protect the property.
 - 7.2.5.5 The Director will develop an annual budget that outlines explicit financial performance targets for each department of the Centre.
 - 7.2.5.6 The Director will be made fully accountable for achieving the financial targets indicated in the annual budget and for the general economic and efficient operation of the Centre.
 - 7.2.5.7 The Director is legally accountable for ensuring there is effective monitoring and control of the Centre's finances.
 - 7.2.5.8 The Director is responsible for gathering and analysing all the financial data pertinent to the Centre's ongoing budgetary performance.
 - 7.2.5.9 The Director will ensure the implementation of a standard financial framework (i.e. chart of accounts, accounting standards, accounting systems and accounting practices) within the Centre.
 - 7.2.5.10 The Director will on an annual basis identify the Centre's requirements in relation to auditing and risk assessment.
 - 7.2.5.11 The Director is specifically responsible for the use and maintenance of the vehicles.
 - 7.2.5.12 The Director is responsible to develop fundraising streams to supplement fee based income; e.g. donor base, contracts for service, cause related marketing initiatives.
- 7.2.6 Quality Assurance**
- 7.2.6.1 The Centre strives for excellence in its service delivery, and systems and procedures. The Centre aims to be a leading edge service for people with differing abilities, and constantly seeks improvement, both in terms of the Mission, Values and Vision that inform its operations, and in actual service delivery.
 - 7.2.6.2 The Director will ensure that organizational policies and procedures are reviewed regularly and are in keeping with current professional and legislative standards.
 - 7.2.6.3 The Director will ensure that quality audits of all programmes in each department are undertaken on a regular basis.
 - 7.2.6.4 The Director will ensure exact compliance with all Occupational Health and Safety policies.
 - 7.2.6.5 The Director will ensure that all departmental operations comply with the Mission, Values and Vision of the Centre.

- 7.2.6.6 The Director will ensure that all policies and programmes comply with all relevant legal guidelines, and are commensurate with accepted professional ethical standards and policies.
- 7.2.6.7 The Director will ensure that access is available to ethical resources and agencies that will support best practice performance in all programmes and policies.
- 7.2.6.8 The Director will initiate and manage outcome research for all programme areas, and develop processes for the empirical measurement of client outcomes.
- 7.2.6.9 The Director will ensure that appropriate reporting mechanisms are in place to communicate client outcomes to all relevant stakeholders; e.g. parents and primary caregivers, local and central government etc.
- 7.2.6.10 The Director will ensure that all Co-workers have access to professional supervision at the level appropriate to their role within the Centre.
- 7.2.6.11 The Director will ensure that risk management assessments are undertaken and risk management plans are in place for all relevant situations.
- 7.2.7 Programme Management**
- 7.2.7.1 As the primary steward of the Mission, Values and Vision of the Centre, the Director is responsible for the provision of individualized, client-centered programmes. The Director is to ensure that the programme options offered are in line with best practice service delivery, and are always allied to the Mission, Values and Vision of the Centre.
- 7.2.7.2 The Director is responsible for the evaluation of new clients, and their admission if the Centre is able to meet their needs.
- 7.2.7.3 The Director is responsible for ensuring that an appropriate level of high and lower support needs clients are admitted to the Centre to ensure programme delivery viability.
- 7.2.7.4 The Director is responsible for ensuring that an appropriate level of fee for service and non-fee for service clients are admitted to ensure programme delivery and fiscal viability.
- 7.2.7.5 The Director is responsible for ensuring that adequate assessment of each client occurs prior to any admission. Assessment will include evaluation of specific cognitive, behavioural and social needs; the familial and social context of each client; any specific psychiatric needs.
- 7.2.7.6 The Director is responsible for ensuring that each client has an Individual Programme Plan (IPP) that reflects the key areas for personal, social, physical and cognitive development.
- 7.2.7.7 The Director will ensure that a process is developed and implemented that supports the development of each IPP. Those involved in the IPP

process will include the Director, relevant teaching Co-workers, relevant residential Co-workers, parents and other caregivers.

- 7.2.7.8 The Director will ensure that each IPP is reviewed annually (or as required). The review of each IPP will include the Director, relevant teaching Co-workers, relevant residential Co-workers, parents and other caregivers.
- 7.2.7.9 The Director will ensure that regular reports of progress on each client's IPP will be communicated to parents, caregivers and other relevant stakeholders.
- 7.2.7.10 The Director will ensure that a concluding review of each client's placement will occur before discharge from the service. This final review of each IPP will include the Director, relevant teaching Co-workers, relevant residential staff, parents and other caregivers.
- 7.2.7.11 The Director will ensure that each department within the Centre engages in an annual team planning process to be held early within the beginning of the academic year.
- 7.2.7.12 The Director is responsible for ensuring that client files and records are effective and up-to-date.
- 7.2.7.13 The Director will ensure that each client file contains the relevant assessments, plans, interventions and reviews.
- 7.2.7.14 The Director will ensure that all client records and information are stored securely and that their confidentiality is ensured.
- 7.2.7.15 The Director will ensure timely and accurate statistical data is collated as required.
- 7.2.7.16 The Director will ensure that each Co-worker has the necessary resources to effectively perform their duties, both in terms of intellectual resources, and programme aids and experiences.

7.2.8 Accountability Relationships

- 7.2.8.1 Collegial and collaborative management is the most effective method for ensuring effective compliance to the Mission, Values and Vision of the Centre. The Director has a particular responsibility to establish clear and relational networks with all stakeholders. Transparency will be the hallmark of all accountability relationships.
- 7.2.8.2 Internal to Centre : Provincial, India
- 7.2.8.3 Prior : Velloor Community
- 7.2.8.4 Religious Community : Brothers of Saint John of God
- 7.2.8.5 Religious Community : Sisters of Charity of Saint John of God

- 7.2.8.6 Other services under the auspice of the Indian Province
- 7.2.8.7 External to Centre : relevant networks and resources
- 7.2.8.8 Local and Central Government and Community Agencies
- 7.2.8.9 The Director will particularly ensure that a collaborative and fraternal relationship exists with the Prior of the Community, the Superior of the Community of the Sisters of Charity of Saint John of God, and with each religious Brother and Sister associated with the Centre.

N.B.: For additional orientation to policies for 'Director' refer to No. 7.1 (page 20).

8. OUR APOSTOLIC CENTRES

8.1 ST. JOHN'S HOSPITAL AT KATTAPPANA

8.1.1 Introduction

- 8.1.1.1 It is the pioneer institution started by Bro. Fortunatus in 1969. Our Hospital is Catholic, in which Gospel principles, social doctrines of the Church and human rights are followed. We give holistic care without any discrimination of caste, color, sex or creed. We do this in the manner of St. John of God, our patron saint.
- 8.1.1.2 In our Hospital patients are the centre of attention (GS 18, 19 and 50). To ensure this the following policies and guidelines are to be observed:
- 8.1.1.3 We respect each patient as a human being with unique individuality created in the image and likeness of God.
- 8.1.1.4 We give utmost importance to the rights of patients.
- 8.1.1.5 In accordance with the teachings of the Catholic Church we never encourage euthanasia or abortion or artificial birth control measures in our Hospital (GS 50).
- 8.1.1.6 We consider that religious and spiritual care is vital for healing. Therefore we give special attention to the spiritual needs of the patients and their relatives, while respecting other creeds and life choices (GS 50).
- 8.1.1.7 We observe professional confidentiality and we take care that it is respected by those who come close to the patients.
- 8.1.1.8 We aim to practice the core values of Hospitality, quality, respect, responsibility and spirituality.
- 8.1.1.9 We aim, as a team, to provide holistic care to our patients with professional standards using modern technology and modern means in therapeutic relationships (GS 50).

8.1.2 Management Committee

8.1.2.1 The Management Committee shall be headed by the Chairperson of the Commission for Mission and Co-workers, the Director, the Prior and the Sub-prior of the Community, the Assistant Director, the Director of Pratheeksha Bhavan, the Medical Superintendent and the Finance Manager.

8.1.2.2 The Director shall convene the meeting.

8.1.2.3 The Committee shall meet once in two months.

8.1.2.4 The functions of the Management Committee are to:

8.1.2.4.1 Formulate policies for the Hospital and its associate institutions in accordance with the Charism and spirit of the Order, which shall be approved by the Provincial and his Councillors.

8.1.2.4.2 Evaluate the overall function of the Hospital and its associate institutions.

8.1.2.4.3 Provide guidance to the Administrative Committee of the Hospital.

8.1.2.4.4 Help the Director and his team in making decisions on the functioning of the Hospital.

8.1.2.4.5 Make major decisions on matters like dismissal of an Co-worker, disciplinary actions against an erring coworker, extension and expansion of the Hospital functions or departments, purchasing of major equipments, sale of any immovable property, like land and movable property, like vehicle, etc.

8.1.2.4.6 Make any amendment on the policy matters of the Hospital, which should be approved by the Provincial and his Councillors.

8.1.3 Administrative Committee

8.1.3.1 There shall be an Administrative Committee set up by the Director in accordance with the directions given by the Management Committee and the Provincial Curia.

8.1.3.2 The members shall be: the Director (chairperson), the Assistant Director, the Administrator, the Finance Manager, the Medical Superintendent, the Director of Nursing Services, the Principals of the School of Nursing and the College of Nursing, the Public Relation Officer (PRO) and the Human Resource Manager (HRM).

8.1.3.3 The functions of the Administrative Committee are:

8.1.3.3.1 To execute the policies of the Hospital in providing health services.

8.1.3.3.2 Be responsible for the daily management of the Hospital.

8.1.3.3.3 To foster inter-departmental cooperation in the Hospital through periodic meetings, sharing of the activities, etc.

- 8.1.3.3.4 To render to the Director an account of the functioning of the Hospital on matters such as staff position, patient census, any new requirement, etc.
- 8.1.3.3.5 To assist the director in appointing Co-workers.
- 8.1.3.3.6 To give suggestions and proposals for the development of the departments.
- 8.1.3.3.7 To give induction and orientation programmes for the newly appointed Co-workers.
- 8.1.3.3.8 To resolve conflicts or issues that might arise in the various departments.
- 8.1.3.3.9 To conduct on the job training programmes for the Co-workers for the development of their skills and knowledge.
- 8.1.3.3.10 To organize departmental and inter-departmental meetings and to give reports to the Director.
- 8.1.3.3.11 To conduct daily rounds in the Hospital.

8.1.4 Drug Committee

- 8.1.4.1 There shall be a Drug Committee consisting of the Director, Assistant Director, Chief Pharmacist (chairperson), Drugs Purchase Manager, Administrator, Finance Manager and a representative doctor from each specialty.
- 8.1.4.2 This Committee shall decide the purchasing, procurement, storage and dispensing of drugs.
- 8.1.4.3 Due consideration should be given to the cost and quality of the products purchased.
- 8.1.4.4 This Committee shall meet once a month.
- 8.1.4.5 The minutes of the meetings are to be recorded and kept in the pharmacy, with the chief pharmacist and in the office of the Director.

8.1.5 Pastoral Care and Bio-ethics Committee

- 8.1.5.1 We observe and promote the ethical principles of the Catholic Church and spiritual needs of our patients and their relatives and their families.
- 8.1.5.2 In order to ensure that these principles are followed there shall be a Pastoral Care and Bio-ethics Committee in our Hospital under the leadership of the chaplain.
- 8.1.5.3 Other members may include: the Director, the Medical Superintendent, the Nursing Director and the Pastoral Counselor.
- 8.1.5.4 The responsibilities of the Committee include:
 - 8.1.5.4.1 providing spiritual assistance to patients, their families and Co-workers,
 - 8.1.5.4.2 giving attention to solve those issues where ethical considerations are required,

- 8.1.5.4.3 giving ethical clearance to research proposals,
- 8.1.5.4.4 providing awareness programmes to patients and their families and to the Co-workers on matters related to bio-ethics,
- 8.1.5.4.5 acting as an advisory body for the decision making authority on matters related to ethical problems in order to facilitate decision making,
- 8.1.5.4.6 attending/organizing meetings on pastoral care and bioethics periodically, and
- 8.1.5.4.7 maintaining records of the minutes of the meetings.

8.1.6 Finance Committee

8.1.6.1 There shall be a Finance Committee which consists of the director, Assistant director, Finance manager, Provincial Councillor responsible for the Finance of the Hospital, and Provincial Bursar (or anyone appointed by the Provincial leadership). The Committee should meet periodically in order to discuss matters related to the financial status of the Hospital and should keep the minutes.

8.1.6.2 The duties of the Committee include:

- 8.1.6.2.1 preparation of annual budget,
- 8.1.6.2.2 internal auditing,
- 8.1.6.2.3 bank transactions,
- 8.1.6.2.4 approval of purchases,
- 8.1.6.2.5 monitoring of stocks and supplies,
- 8.1.6.2.6 record keeping, and
- 8.1.6.2.7 assessing the financial situation of the Hospital.

8.1.7 Research Committee

8.1.7.1 There shall be a Research Committee consisting of the Chairperson of the Management Committee, the Director, the Assistant Director, the Medical Superintendent, the Chairperson of the Ethical Committee and the Heads of Departments where research is to be conducted. The Chairperson of the Research Committee shall have adequate knowledge in the field of research.

8.1.7.2 Duties and Responsibilities:

- 8.1.7.2.1 Review research topics.
- 8.1.7.2.2 Follow the Catholic moral and ethical principles.
- 8.1.7.2.3 Ensure that research would not be detrimental to the health of the patients.

- 8.1.7.2.4 Ensure that research do not violate the rights of patients.
- 8.1.7.2.5 Ensure that research has benefits to patients.
- 8.1.7.2.6 Ensure that research be done only with the consent of patients.
- 8.1.7.2.7 Undertake research.
- 8.1.7.2.8 Present and publish research findings.
- 8.1.7.2.9 Publish scientific papers.

8.1.8 Induction Committee

8.1.8.1 There shall be an Induction Committee to conduct orientation programmes to the newly appointed Co-workers in order to equip them to work in the hospital following the principles and values of Catholic teachings as well as that of the Hospitaller Order.

8.1.8.2 The members shall be:

- 8.1.8.2.1 The Director,
- 8.1.8.2.2 The Assistant Director,
- 8.1.8.2.3 The Medical Superintendent,
- 8.1.8.2.4 The Nursing Director,
- 8.1.8.2.5 The Principals of School and College of Nursing, and
- 8.1.8.2.6 The Director of the Institute of Hospitality.

8.1.8.3 Duties and Responsibilities:

- 8.1.8.3.1 This Committee can function along with the In-service Education Department and Institute of Hospitality.
- 8.1.8.3.2 The Committee shall form a syllabus in order to facilitate this programme.
- 8.1.8.3.3 The syllabus may include a brief history of the Order, history of the Hospital and its policies, rules, etc., principles and values of the Order, pastoral care, bio-ethics, etc.
- 8.1.8.3.4 This syllabus may be further developed by the Induction Committee.
- 8.1.8.3.5 This Committee shall meet once in two months and give reports to the management team.

8.1.9 In-Service Education Department

8.1.9.1 In this modern era, it is necessary that we keep ourselves abreast of the rapid change of technology in the healthcare sector by ongoing updating of our knowledge and skill. For this we shall have an In-service Education Department in our Hospital.

- 8.1.9.2 This Department may be headed by a medical or nursing person who possesses a post graduation degree. He will be supported by the Medical Superintendent (director of medical service), Director of Nursing Service and representatives from the College of Nursing and the School of Nursing.
- 8.1.9.3 This Department should have adequate facilities such as audio-visual aids, class-room/seminar hall, library, periodicals, magazines, etc.
- 8.1.9.4 The activities of the In-service Education Department include:
- 8.1.9.4.1 organizing in-service education programmes,
- 8.1.9.4.2 assisting in conducting induction programmes for new Co-workers,
- 8.1.9.4.3 assessing the quality of services provided by the Hospital,
- 8.1.9.4.4 performance appraisal, and
- 8.1.9.4.5 giving suggestions to the decision making body for improving the quality of services given.
- 8.1.10 Voluntary Service**
- 8.1.10.1 We shall promote voluntary service, national and international, in our hospital. Especially we shall accept volunteers who are referred either by our Brothers or by our Benefactors with clear contract and understanding.
- 8.1.10.2 The following criteria shall be kept in mind:
- 8.1.10.2.1 They are to maintain a dress code suitable to the Hospital atmosphere and Indian culture.
- 8.1.10.2.2 They shall be supervised by the head of the department and shall be directly accountable to the director.
- 8.1.10.2.3 They are to follow the rules and regulations of the institution.
- 8.1.10.2.4 The director should in advance convey these criteria to those who seek voluntary service.
- 8.1.11 Collaboration with NGOs, Non NGOs and Local Governing Bodies**
- 8.1.11.1 We promote collaborating with like-minded NGOs, in extending and expanding our services. It can be in the form of accepting donations, human resources, maintenance of departments, conducting health camps, implementing national health programmes, etc.
- 8.1.11.2 We participate in conferences, seminars and training programmes in matters related to healthcare organized by them.
- 8.1.11.3 We encourage fundraising activities in collaboration with NGOs and other agencies.

8.1.12 Local Fundraising

- 8.1.12.1 We encourage local fundraising in order to realize general or particular projects like, free dialysis, cancer treatment, free-care of poor patients, etc.
- 8.1.12.2 Proper accounts shall be maintained of all such funds collected and utilized.

8.1.13 Selection and Appointment of Co-workers

- 8.1.13.1 Co-workers shall be selected and appointed by a Selection Committee consisting of the Director, Assistant Director, Administrator and head of the concerned department.
- 8.1.13.2 The Selection Committee should ensure the following qualities in those selected: professional competency and commitment, psychological balance, sound moral and spiritual values and conviction of the Hospitaller values, and they should be people who are not antagonistic to Christianity.
- 8.1.13.3 For senior appointments in particular, every effort must be made to attract and keep people of high standard. This requires a painstaking, careful approach at every stage of the recruitment and development process.
- 8.1.13.4 A just and fair salary and other statutory benefits shall be given to all our Co-workers.
- 8.1.13.5 All Co-workers are to receive a general induction and orientation into the Hospital, including an explanation of the Mission of Hospitality and its implications for the work place.
- 8.1.13.6 It is also the aim of the Order that all Co-workers in its Centres should be of high caliber in relation to the position held.
- 8.1.13.7 The Selection Committee must be familiar with the requirements of any legislation appropriate to the Hospital.
- 8.1.13.8 For every Co-worker, there shall be a job description, a letter of appointment signed by the director and a letter of acceptance signed by the Co-worker.

8.1.14 Formation of Co-workers

- 8.1.14.1 Periodic classes, seminars, retreats, etc. are to be conducted for our Co-workers to impart the spirit of the Order, for personality development and to enrich them spiritually.

8.1.15 Purchase, Maintenance and Disposal of Equipments

- 8.1.15.1 For this the procedures laid down by the Province are to be followed.

8.1.16 Major Projects

8.1.16.1 For all major projects the financial policy of the Province shall be followed.

8.2 ST. JOHN'S SCHOOL OF NURSING AT KATTAPPANA

8.2.1 Introduction

8.2.1.1 Financial assistance shall be given to deserving students within our capacity.

8.2.1.2 As far as possible, all fee collections should be done through bank.

8.2.1.3 The salary of all Co-workers should be paid through bank.

8.2.1.4 Apart from the Syllabus of the Nursing Council we give emphasis to impart Christian values and the values of the Order to our students.

8.2.2 Selection of Students

8.2.2.1 No donation shall be accepted from the candidates who seek admission in our School.

8.2.2.2 We should follow the rules and regulations set out by the Nursing Council and the Government.

8.2.2.3 The selection of the students should be transparent and the norms given in the Prospectus of the Nursing School should be followed.

8.2.2.4 The students shall be selected after an interview by the Interview Committee which consists of a government representative, a representative from the nursing council, director of the Hospital, principal of the school, director of nursing service and the Prior of the local Community.

8.3 ST. JOHN'S COLLEGE OF NURSING AT KATTAPPANA

8.3.1 Introduction

8.3.1.1 Financial assistance shall be given to deserving students within our capacity.

8.3.1.2 As far as possible, all fee collections should be done through bank.

8.3.1.3 The salary of all Co-workers should be paid through bank.

8.3.1.4 Apart from the university syllabus we give emphasis to imparting Christian values and the values of the Order to our students.

8.3.2 Selection of Students

8.3.2.1 No donation shall be accepted from candidates who seek admission in our College.

8.3.2.2 We follow the rules and regulations set out by the university, Nursing Council and the Government.

8.3.2.3 The selection of the students should be transparent and the norms given in the Prospectus of the Nursing School should be followed.

8.3.2.4 Apart from the university syllabus we give emphasis to impart Christian values and the values of the Order to our students.

8.4 PSYCHIATRIC HOSPITAL AT KATTAPPANA

8.4.1 Introduction

8.4.1.1 In the history of the Order, right from its founder St. John of God, the mentally ill people have a special place in its care of the sick and needy. With the Psychiatric Hospital we aim to provide modern mental health services, applying the principles of human behavior. The services include promotion of mental health, prevention of mental illness and rehabilitation of the mentally ill. The Hospital shall have a Management Committee and an Administrative Committee.

8.4.2 Management Committee

8.4.2.1 The Management Committee of the St. John's Hospital covers the Psychiatric Hospital also. But the Medical Superintendent of the Psychiatric Hospital will replace the Medical Superintendent of St. John's Hospital in the Management Committee.

8.4.2.2 Its functions are similar to that of the Management Committee of St. John's Hospital.

8.4.3 Administrative Committee

8.4.3.1 There shall be an Administrative Committee set up by the Director in accordance with the directions given by the Management Committee/ Provincial and his Councillors/General Curia.

8.4.3.2 The members shall be: the Director, the Assistant Director, the Administrator, the Finance Manager, the Medical Superintendent and the Director of Nursing Services.

The functions of the Administrative Committee are:

8.4.3.3.1 To execute the policies of the Hospital in providing mental health services.

8.4.3.3.2 Be responsible for the daily management of the Hospital.

8.4.3.3.3 To foster inter-departmental cooperation in the Hospital through periodic meetings, sharing of the activities, etc.

8.4.3.3.4 To render to the Director an account of the functioning of the Hospital on matters such as staff position, patient census, any new requirement, etc.

8.4.3.3.5 To assist the director in appointing Co-workers.

8.4.3.3.6 To give suggestions and proposals for the development of the departments.

- 8.4.3.3.7 To give induction and orientation programmes for the newly appointed Co-workers.
- 8.4.3.3.8 To resolve conflicts or issues that might arise in the various departments in their capacity as members of the Administrative Committee.
- 8.4.3.3.9 To conduct on the job training programmes for the development of skills and knowledge of the Co-workers.
- 8.4.3.3.10 To organize departmental and inter-departmental meetings and to give reports to the Director.
- 8.4.3.3.11 To conduct daily rounds in the Hospital.
- 8.4.3.3.12 To deal with the legal matters related to admission, discharge and rehabilitation of patients, including criminal patients.
- 8.4.3.3.13 To prevent any misbehavior towards and abuse of the patients and Co-workers.
- 8.4.3.3.14 To ensure the safety of the patients.
- 8.4.3.3.15 To conduct daily meeting of the Administrative Committee.

N.B.: For details regarding other Committees required for the Psychiatric Hospital, refer to those in St. John's Hospital at Kattappana, nos. 8.1.4ff (page 32).

8.5 PRATHEEKSHA BHAVAN AND BOYS' HOME AT KATTAPPANA

8.5.1 Introduction

- 8.5.1.1 Pratheeksha Bhavan was established for the rehabilitation of the senior citizens who are poor, sick and abandoned. The Boys Home was established for those boys who are orphans/semi-orphans who are from poor families.

8.5.2 Management Team

- 8.5.2.1 The Prior of the Local Community as the chairperson, the Director, the Assistant Director, Sister in-charge of Pratheeksha Bhavan and Sister in-charge of Boys Home.

8.5.3 Director

- 8.5.3.1 The Director and the Assistant Director of Pratheeksha Bhavan and Boys' Home are appointed by the Provincial Definitory.
- 8.5.3.2 The Director is accountable to the Provincial Definitory.
- 8.5.3.3 He is directly responsible for the management of Pratheeksha Bhavan and Boy's Home and he organizes the various functions of Pratheeksha Bhavan and Boy's Home.

8.5.3.4. The Director is responsible:

- 8.5.3.4.1 For the care rendered to the inmates.
- 8.5.3.4.2 To safeguard the rights of the inmates
- 8.5.3.4.3 To prevent any abuse of or misbehavior towards the inmates.
- 8.5.3.4.4 To provide a safe environment
- 8.5.3.4.5 To maintain and promote good public relationship with the benefactors, well-wishers, local and state government bodies, different associations of orphanages, etc.
- 8.5.3.4.6 To have regular communication and contact with the benefactors.
- 8.5.3.4.7 To conduct fund-raising programmes.
- 8.5.3.4.8 To attend conferences and seminars on matters related to orphanages, senior citizens, etc.
- 8.5.3.4.9 To promote welfare activities for the inmates.
- 8.5.3.4.10 To provide spiritual and religious care to the inmates.
- 8.5.3.4.11 To keep the files of records (health records, accounts, inspection reports from the government, grants received, donations received, census records of patients, etc.) pertaining to all the activities of the institute.
- 8.5.3.4.12 To conduct periodic assessment and necessary modifications of the care provided.
- 8.5.3.4.13 To undertake welfare measures for Co-workers.
- 8.5.3.4.14 To conduct frequent (minimum once a month) meetings with the Co-workers.

N.B.: For further duties of a 'Director', cf. no. 7.1 (page 20) & 7.2 (page 22).

8.5.4 Assistant Director

- 8.5.4.1 The Assistant Director helps the Director in all the activities that are connected with Pratheeksha Bhavan and the Boys' Home.
- 8.5.4.2 We appreciate and acknowledge the services of the Sisters of Charity of St. John of God in Pratheeksha Bhavan and we ensure the continuity of their services. The appointment of the Sisters to Pratheeksha Bhavan shall be done after consultation with its Director.

8.5.5 Co-workers

- 8.5.5.1 Co-workers must be properly screened before appointment.

- 8.5.5.2 They should have minimum qualification (practical nursing training programme, etc.) required to take care of the inmates of Pratheeksha Bhavan.
- 8.5.5.3 Adequate wages and other welfare services (as per the minimum wages act) should be provided to them.
- 8.5.5.4 All Co-workers are to receive a general induction and orientation into the Pratheeksha Bhavan including an explanation of the Mission of Hospitality and its implications for the work place.

N.B.: Cf. Chapter 3, on Co-workers (page 10).

8.5.6 General Policies

- 8.5.6.1 Pratheeksha Bhavan is open to both males and females, who are destitute and abandoned, especially, patients with chronic illnesses, senior citizens, and bedridden patients.
- 8.5.6.2 The total number of patients shall not exceed the total capacity.
- 8.5.6.3 Patients with open T.B., HIV/AIDS and other communicable diseases should be isolated. They should be taken care of with adequate precautions.
- 8.5.6.4 Due respect is to be given to the dead bodies, keeping in mind their religion.
- 8.5.6.5 Inmates who receive pension should deposit it to the account of Pratheeksha Bhavan.
- 8.5.6.6 The police should be notified at the earliest cases of absconding/missing and unclaimed bodies.
- 8.5.6.7 All deaths shall be reported to the local governing body as per law.
- 8.5.6.8 Possession, use and distribution of drugs, alcohol or any other intoxicants by the inmates shall not be allowed.
- 8.5.6.9 A written permission is to be obtained in advance for visiting Pratheeksha Bhavan.
- 8.5.6.10 Strangers shall not be allowed to visit Pratheeksha Bhavan.
- 8.5.6.11 Researches should be allowed only after the clearance of the Ethical Committee. It should not violate the rights of the inmates and should not affect the functioning of the Centre. Researches on inmates should be allowed only after getting a well-informed written consent from them, and should follow the ethical and moral principles inherent in research.
- 8.5.6.12 There shall be options and facilities for inmates who want to pay.
- 8.5.6.13 Facilities for those who are couples also shall be provided.
- 8.5.6.14 Donations may be received for which printed receipts should be given.

8.6 ST. JOHN OF GOD CENTRE AT VELLOOR

8.6.1 Introduction

- 8.6.1.1 St. John of God Centre was started for the well-being of the differently abled, in 1998.
- 8.6.1.2 The Centre caters to the needs of the differently abled of various age groups without any discrimination of caste, color, sex or creed. We do this in the manner of St. John of God, our patron saint, through:
 - 8.6.1.2.1 A Special (day care) School
 - 8.6.1.2.2 Six Residential Homes for boys and girls
 - 8.6.1.2.3 A Vocational Training Centre (VTC)
 - 8.6.1.2.4 A Lifelong Stay Facility and
 - 8.6.1.2.5 A Community Based Rehabilitation (CBR) Programme.

8.6.2 Admissions

- 8.6.2.1 We shall admit both boys and girls.
- 8.6.2.2 We shall admit children at an early stage and old adults.
- 8.6.2.3 We shall collect fees from our clients according to their ability to pay.
- 8.6.2.4 We shall give special consideration to those who are poor.
- 8.6.2.5 Mental retardation should be the main characteristic of anyone admitted.
- 8.6.2.6 We shall not admit in our residential facility clients who are from within five kms of our Centre.
- 8.6.2.7 We shall fix a minimum amount to be paid for admission in our life-long facility.
- 8.6.2.8 We shall allow other students for training and observation in our Centre.
- 8.6.2.9 There should be a letter from the authorities/superiors of students who visit/train in our Centre.

8.6.3 Clients/Residents

- 8.6.3.1 In our Centre the clients are the centre of attention (GS 18, 19 & 50). To ensure this the following policies and guidelines are to be observed:
 - 8.6.3.1.1 We respect each client as a human being with unique individuality created in the image and likeness of God.
 - 8.6.3.1.2 We observe professional confidentiality and we take care that they are respected by those who come close to them.
 - 8.6.3.1.3 We aim to practice the core values of Hospitality, quality, respect, responsibility and spirituality.

8.6.3.1.4 We shall follow the policies prepared in case there is abuse of our clients.

8.6.4 Pastoral Care and Bio-ethics Committee

8.6.4.1 We observe and promote the ethical principles of the Catholic Church and spiritual needs of our clients and their relatives and their families.

8.6.4.2 In order to ensure that these principles are followed there shall be a Pastoral Care and Bio-ethics Committee in our Centre under the leadership of the chaplain, if available, or any other competent person trained in pastoral care.

8.6.4.3 Their responsibilities include:

9.6.4.3.1 providing spiritual assistance to clients and their families,

9.6.4.3.2 giving attention to solve those issues where ethical considerations are required,

9.6.4.3.3 giving ethical clearance to research proposals, and

9.6.4.3.4 maintaining records of the minutes of the meetings.

8.6.5 Finance Committee

8.6.5.1 There shall be a Finance Committee which consists of the Centre Director, Provincial Councillor responsible for the Finance of the Centre, and Provincial Bursar (or one appointed by the Provincial leadership). The Committee should meet periodically in order to discuss the matters related to the financial status of the Centre and should keep the minutes.

8.6.5.2 The duties of the Committee include:

8.6.5.2.1 preparation of annual budget,

8.6.5.2.2 internal auditing,

8.6.5.2.3 bank transactions,

8.6.5.2.4 approval of purchases,

8.6.5.2.5 monitoring of stocks and supplies,

8.6.5.2.6 record keeping, and

8.6.5.2.7 assessing the financial situation of the Centre.

8.6.6 Research Committee

8.6.6.1 There shall be a Research Committee consisting of the chairperson of the Management Committee, the Director, chairperson of the Ethical Committee, the School Principal and the President of the PTA. The chairperson of the Research Committee should have adequate knowledge in the field of research.

8.6.6.2 The Duties and Responsibilities of the Research Committee:

- 8.6.6.2.1 It shall review the research topic.
- 8.6.6.2.2 It shall follow the Catholic moral and ethical principles.
- 8.6.6.2.3 The research shall not be detrimental to the health of the clients.
- 8.6.6.2.4 Ensure that research does not violate the rights of the clients.
- 8.6.6.2.5 Ensure that research should have benefits to the clients.
- 8.6.6.2.6 Make sure that research is done with the consent of the clients.

8.6.7 Induction Committee

- 8.6.7.1 There shall be an Induction Committee to conduct orientation programmes to the newly appointed Co-workers in order to equip them to work in the Centre following the principles and values of Catholic teachings as well as that of the Hospitaller Order.
- 8.6.7.2 This Committee can function along with the In-service Education Department.
- 8.6.7.3 The Committee can prepare a syllabus in order to facilitate this programme.
- 8.6.7.4 The syllabus may include a brief history of the Order, history of the Centre and its policies, rules, etc., the rules and principles and values of the Order, pastoral care, bio-ethics, etc.
- 8.6.7.5 This syllabus may be further developed by the Induction Committee.
- 8.6.7.6 This Committee shall meet once in two months and send reports to the management team.

8.6.8 Voluntary Service

- 8.6.8.1 We shall promote voluntary services, national and international, in our Centre. Especially we shall accept the volunteers who are referred either by our Brothers or by our Benefactors with clear contract and understanding. The following criteria should be kept in mind:
- 8.6.8.2 They should maintain a dress code suitable to the Centre atmosphere and Indian culture.
- 8.6.8.3 They should be supervised by the head of the department and directly accountable to the director.
- 8.6.8.4 They should follow the rules and regulations of the institution.
- 8.6.8.5 The director should in advance convey these to the candidates seeking voluntary service.

8.6.9 In-Service Education Department

8.6.9.1 In this modern era, it is necessary that we keep ourselves up-to-date with the developments taking place in the education and care of the mentally challenged by ongoing updating of our knowledge and skill. For this we shall have an In-service Education Department in our Centre.

8.6.9.2 This department may be headed by one who is suitably trained in special education. He will be supported by the Director, the Principal and the Home Coordinator.

8.6.9.3 This department should have adequate facilities such as audio-visual aids, class-room/seminar hall, library, periodicals, magazines, etc.

8.6.9.4 The activities of the In-service Education Department include:

8.6.9.4.1 organizing in-service education programmes,

8.6.9.4.2 assisting in conducting induction programmes for new Co-workers,

8.6.9.4.3 undertaking research,

8.6.9.4.4 presentation and publication of research findings,

8.6.9.4.5 publication of scientific papers,

8.6.9.4.6 assessing the quality of services provided by the Centre,

8.6.9.4.7 performance appraisal, and

8.6.9.4.8 giving suggestions to the decision making body for improving the quality of services given.

8.6.10 Collaboration with NGOs, Non NGOs and Local Governing Bodies

8.6.10.1 We promote collaborating with like-minded NGOs, in extending and expanding our services. It can be in the form of accepting donations, human resources, maintenance of departments, conducting health camps, etc.

8.6.10.2 We participate in conferences, seminars, training programmes in matters related to health care organized by them.

8.6.10.3 We encourage fundraising activities in collaboration with NGOs, non NGOs and local governing bodies.

8.6.11 Local Fundraising

8.6.11.1 We encourage local fundraising in order to realize general or particular projects.

8.6.11.2 Proper accounts should be maintained of all such funds collected and utilized.

8.6.12 Management Committee

8.6.12.1 There shall be a Management Committee consisting of the Prior of the Community as the chairperson, the Director, the Principal, all the solemn professed Brothers of the Community and the home coordinator.

8.6.12.2 The Committee shall meet once in two months.

8.6.12.3 The functions of the Management Committee are:

8.6.12.3.1 To make policies for the Centre and its allied facilities in accordance with the Charism and spirit of the Order, which shall be approved by the Provincial and his Councillors.

8.6.12.3.2 To evaluate the overall function of the Centre.

8.6.12.3.3 To help the Director and his team in making decisions on the functioning of the Centre.

8.6.12.3.4 To make major decisions on matters like the dismissal of a Co-worker, taking disciplinary actions against an erring Co-worker, extension and expansion of the Centre functions or departments, purchasing of major equipments, etc.

8.6.12.3.5 To make any amendment on the policy matters of the Centre; this should be approved by the Provincial and his Councillors.

8.6.13 Selection and Appointment of Co-workers

8.6.13.1 Co-workers should be selected by the Management Team and appointed by the Director.

8.6.13.2 The following qualities are to be ensured in those selected: professional competency and commitment, psychological balance, sound moral and spiritual values and conviction of the Hospitaller values, and they should be people who are not antagonistic to Christianity.

8.6.13.3 For senior appointments in particular, every effort must be made to attract and keep people of high standard. This requires a painstaking, careful approach at every stage of the recruitment and development process.

8.6.13.4 A just and fair salary and other statutory benefits shall be given to all our Co-workers.

8.6.13.5 Induction programmes are to be conducted periodically for the newly appointed Co-workers.

8.6.13.6 It is also the aim of the Order that all Co-workers in its Centres should be of high caliber in relation to the position held.

8.6.13.7 The Management Committee responsible for the appointment of Co-workers and/or their subsequent performance must be familiar with the requirements of any legislation appropriate to the Centre.

- 8.6.13.8 For every Co-worker, there will be a Job description and a letter of appointment signed by the director and a letter of acceptance signed by the Co-worker.
- 8.6.13.9 Every month there shall be a meeting with the Co-workers.
- 8.6.13.10 Our relationship with the Sisters of Charity of St. John of God would be cordial.

8.6.14 Formation of Co-workers

- 8.6.14.1 In-service Education Programmes shall be conducted in order to update the professional knowledge and skills of the Co-workers.
- 8.6.14.2 Conduct periodic classes, seminars, retreats, etc. to impart the spirit of the Order, for personality development and to enrich them spiritually.
- 8.6.15 Purchase and Maintenance of Equipments and Other Major Projects
- 8.6.15.1 For this the procedures laid down by the Province are to be followed.

8.7 ST. JOHN'S HEALTH CENTRE AT DESHGAON

8.7.1 Introduction

- 8.7.1.1 It was established in 1985 primarily to provide basic health care services to the rural people of Deshgaon and surrounding villages. The Local Community shall act as the Management Team for the Dispensary. The Provincial shall appoint the Director of the Dispensary and the Director shall manage the daily affairs of the Dispensary.

8.8 ST. RICHARD PAMPURI MEDICAL & RESEARCH CENTRE AT KHANDWA

N.B.: For an orientation to policies for this Centre refer No.8.1, 'St. John's Hospital at Kattappana' (page 30).

8.9 ST. THOMAS HOME FOR THE AGED AT POONAMALLEE

8.9.1 Introduction

- 8.9.1.1 St. Thomas Home for the Aged was established for the rehabilitation of senior citizens who are poor, sick and abandoned. The local Community can be the Management Team for the Home. The Provincial shall appoint the Director of the Home and he will manage the daily affairs of the Home. The Director can organize the various functions of the Home.

8.9.2 Director

- 8.9.2.1 To be responsible for the care rendered to the inmates.
- 8.9.2.2 To safeguard the rights of the inmates.
- 8.9.2.3 To prevent any abuse of or misbehavior towards the inmates.

- 8.9.2.4 To provide a safe environment.
- 8.9.2.5 To maintain and promote a good public relationship with the benefactors, well-wishers, local and state government bodies, different associations of orphanages, etc.
- 8.9.2.6 To attend conferences and seminars on matters related to orphanages, senior citizens, etc.
- 8.9.2.7 To promote welfare activities for inmates.
- 8.9.2.8 To provide spiritual and religious care.
- 8.9.2.9 To conduct fundraising programmes.
- 8.9.2.10 To keep the files of records (health records, accounts, inspection reports from government, grants received, donations received, census records of inmates, etc.) pertaining to all the activities of the institute.
- 8.9.2.11 To make periodic assessment and necessary modifications to the care provided.
- 8.9.2.12 To undertake welfare measures for the Co-workers.
- 8.9.2.13 To conduct frequent (minimum once a month) meetings of the Co-workers.

N.B.: For additional orientation to policies for 'Director' refer to Nos. 7.1 (page 20) & 7.2 (page 22).

8.9.3 Co-workers

- 8.9.3.1 Co-workers must be properly screened before appointment.
- 8.9.3.2 They should have minimum qualification (practical nursing training programme) required to take care of the inmates of the Home.
- 8.9.3.3 Adequate wages and other welfare services (as per the minimum wages act) should be provided to them.
- 8.9.3.4 Before appointing they should have obtained an orientation to St. Thomas Home for the Aged, its objectives, etc.

N.B.: Cf. Chapter 3, on Co-workers (page 10).

8.9.4 General Policies

- 8.9.4.1 The Home is open to males who are destitute and abandoned, especially, patients with chronic illnesses, senior citizens, and bedridden patients.
- 8.9.4.2 The total number of patients shall not exceed the total capacity of the Home.
- 8.9.4.3 Clients with open T.B., HIV/AIDS and other communicable diseases, if admitted should be isolated and be taken care of with adequate precautions.

- 8.9.4.4 Due respect is to be given to the dead bodies, keeping in mind their religion.
- 8.9.4.5 Inmates who receive pension should deposit it to the account of Home for the Aged.
- 8.9.4.6 The police should be notified at the earliest cases of abscondings/missings and unclaimed bodies.
- 8.9.4.7 All deaths shall be reported to the local governing body as per law.
- 8.9.4.8 Possession, use and distribution of drugs, alcohol or any other intoxicants by the inmates shall not be allowed.
- 8.9.4.9 A written permission is to be obtained in advance for visiting the Home.
- 8.9.4.10 Strangers shall not be allowed to visit the Home.
- 8.9.4.11 Researches should be allowed only after the clearance of the Ethical Committee. It should not violate the rights of the inmates and should not affect the functioning of the Centre. Researches on inmates should be allowed only after getting a well-informed written consent from them, and should follow the ethical and moral principles inherent in research.
- 8.9.4.12 There shall be options and facilities for inmates who want to pay.
- 8.9.4.13 Donations may be received for which printed receipts should be given.

8.10 SANTHI NILAYAM CARE AND SUPPORT CENTRE AT TRICHY

8.10.1 Introduction

- 8.10.1.1 Santhi Nilayam was established for the care and support of HIV/AIDS patients.
- 8.10.1.2 The local Community shall act as the Management Team in which the Prior of the Community will be the chairperson.

8.10.2 Director

- 8.10.2.1 The Director shall be appointed by the Provincial Definitory and is directly responsible for the management of the Centre and shall be accountable to the Provincial Definitory. And he organizes the various functions of the Centre.
- 8.10.2.2 His job descriptions are:
 - 8.10.2.2.1 Be responsible to the care rendered to the patients.
 - 8.10.2.2.2 To safeguard the rights of the patients.
 - 8.10.2.2.3 To prevent any abuse of or misbehavior towards the patients.
 - 8.10.2.2.4 To provide safe environment.

- 8.10.2.2.5 To maintain and promote a good public relationship with the benefactors, well-wishers, local and state government bodies, different associations of orphanages, etc.
- 8.10.2.2.6 To attend conferences and seminars on matters related to HIV/AIDS.
- 8.10.2.2.7 To promote welfare activities of patients.
- 8.10.2.2.8 To provide spiritual and religious care.
- 8.10.2.2.9 To conduct fund-raising programmes.
- 8.10.2.2.10 To keep the files of records (health records, accounts, inspection reports from government, grants received, donations received, census records of patients, etc.) pertaining to all the activities of the Centre.
- 8.10.2.2.11 Periodic assessment and necessary modifications of the care provided.
- 8.10.2.2.12 To undertake welfare measures for Co-workers.
- 8.10.2.2.13 To conduct frequent (minimum once a month) meetings of the Co-workers.

N.B.: For additional orientation to policies for 'Director' refer Nos. 7.1 (page 20) & 7.2 (page 22).

8.10.3 Co-workers

- 8.10.3.1 Co-workers must be properly screened before appointment.
- 8.10.3.2 They should have necessary qualification (nursing training) required to take care of persons infected with HIV/AIDS.
- 8.10.3.3 Adequate wages and other welfare services (as per the minimum wages act) should be provided to them.
- 8.10.3.4 Before appointing they should have obtained an orientation to 'Santhi Nilayam', the Order, its Mission, Values, etc.

N.B.: Cf. Chapter 3, on Co-workers (page 10).

8.10.4 General Policies

- 8.10.4.1 Santhi Nilayam is open to all who are infected with HIV/AIDS.
- 8.10.4.2 The total number of patients shall not exceed the total capacity.
- 8.10.4.3 Due respect is to be given to the dead bodies, keeping in mind their religion.
- 8.10.4.4 The police should be notified at the earliest cases of abscondings/missings and unclaimed bodies.
- 8.10.4.5 All deaths shall be reported to the local governing body as per law.

- 8.10.4.6 Possession, use and distribution of drugs, alcohol or any other intoxicants by the patients shall not be allowed.
- 8.10.4.7 A written permission is to be obtained in advance for visiting the Centre.
- 8.10.4.8 Strangers shall not be allowed to visit Santhi Nilayam.
- 8.10.4.9 Researches should be allowed only after the clearance of the Ethical Committee. It should not violate the rights of the patients and should not affect the functioning of the Centre. Researches on patients should be allowed only after getting a well-informed written consent from them, and should follow the ethical and moral principles inherent in research.
- 8.10.4.10 Donations may be received for which printed receipts should be given.

8.11 ST. JOHN OF GOD HOSPICE IN MAURITIUS

- 8.11.1 Hospice Saint Jean De Dieu is a retirement home for people above 60 years of age. It was started by St. John of God Brothers of the French Province in 1976. In 2011 the French Province handed over the hospice to the Indian Province.

N.B.: For an orientation to the policies that would be applicable to this Centre, refer to our 'Homes for the Aged' at Kattappana ('Pratheeksha Bhavan', No.8.5 on page 39) and Poonamallee ('St. Thomas Home for the Aged', No.8.9 on page 47).

8.12 HOUSING PROJECT

- 8.12.1 There should be a register of persons/families that receive help for house construction/repair/modification, including details such as donor (address, contact details, phone and email), date of commencement, amount, frequency and other useful details.

8.13 SPONSORSHIP

- 8.13.1 There should be a register of students/persons receiving sponsorship, including details such as donor (address, contact details, phone and email), date of commencement, amount, frequency, and other useful details.

Appendix A.

INTERNET ACCESS AND USAGE POLICY

A.1 Introduction

A.1.1 The global nature of the internet lends itself to research and information sharing on an unprecedented scale. The Hospitaller Order endeavours to offer all Brothers full and unencumbered access to information via the internet. Due to this the Order is exposed to legal prosecution and/or community condemnation should care not be taken to ensure that only appropriate use is made of the Order's computing equipment, systems or networks. Inappropriate use includes but is not limited to:

A.1.2 Any use of equipment or services for intentionally transmitting, communicating or accessing pornographic or sexually explicit material, images, text or other offensive material.

A.1.3 Intentionally creating, sending or accessing information that could damage the Order's reputation, be misleading or deceptive, result in victimisation or harassment, lead to criminal penalty or civil liability, or be reasonably found to be offensive, obscene, threatening, abusive or defamatory.

A.1.4 Transmitting, communicating or accessing any material which may discriminate against, harass or vilify fellow Brothers, Co-workers or any member of the public on the grounds of: sex, religious background, pregnancy, marital status, age, disability, HIV/AIDS, homosexuality or transgender, race (including colour), nationality descent or ethnic background.

A.1.5 Creating, transmitting, distributing or storing offensive information, data or material that violates Indian or State regulations or laws.

A.2 Copyright

A.2.1 All users of the Order's data network and IT infrastructure should be aware that copyright law applies to materials accessed via the internet or posted on the internet. Materials and works accessible on the internet are covered by copyright, unless there is an express statement to the contrary. Every Brother has a responsibility to respect the rights of copyright owners and authors in works they access on the internet, to the extent and for purposes expressed in the Copyright Act.

A.3 Privacy

A.3.1 You should not have an expectation of privacy and must take care with confidential documents because:

A.3.2 All information, data or files created by you are subject to scrutiny. It is important to remember that electronic messages are official documents that are subject to the same laws as any other form of correspondence.

They are subject to statutory record keeping requirements and can be subpoenaed or “discovered” during legal processes.

A.3.3 Messages conveyed by e-mail and through the internet are capable of being intercepted, traced or recorded by others.

A.4 **Reporting Inappropriate Use**

A.4.1 Any Brother who becomes aware of inappropriate use of the Order’s computing equipment, systems or networks must approach the Provincial as soon as possible with this information. Confidentiality of the source of the information will be respected where necessary. Failure to adhere to this requirement can, under the law, lead to any person with such knowledge being considered for prosecution as an accomplice along with the offender should the matter come under legal consideration.

Appendix B.

POLICY OF ASSISTANCE REGARDING SEXUAL ABUSE OF MINORS

(This model is taken from the Australian Province, and adapted to some extent.)

B.1 Introduction

B.1.1 The sexual abuse of minors and other sexual misconduct occur more frequently than is commonly thought. Research indicates that child abusers are to be found in every race, socio-economic stratum, and profession. It is incumbent upon our Province to formulate a policy on the sexual abuse of minors for the following reasons: to minister effectively to the minors and their families entrusted to our care, to manifest our fraternal concern toward any member of the Province who struggles with this issue, to minimise the possibility of its occurrence.

B.1.2 This policy has three components: Education, Intervention, and Aftercare.

B.2 Education

B.2.1 Ministerial Competence

B.2.1.1 There are instances wherein a member of the Province or someone in employment in one of our institutions may be called upon to intervene pastorally on behalf of a minor who has been sexually abused and/or his or her parents. Since traditionally people in trouble often initially approach the Church to seek a solution to their difficulties, it may also occur that sexual abusers of minors may contact us for pastoral assistance.

B.2.1.2 With this in mind, the Province commits itself to the following policy:

B.2.1.2.1 With a view toward effective pastoral care in this area, members of the Province shall acquaint themselves with the pertinent laws, required reporting procedures and public policies, acquire an awareness of clinical and social referral resources within the local community, and develop a

pastoral sensitivity to issues involved in this complex problem through reading or attendance at lectures or workshops.

- B.2.1.2.2 Facility Administrators of our institutions shall be responsible for the similar education of their Co-workers in the area of the sexual abuse of minors.
- B.2.1.2.3 The Pastoral Standards Committee of the Province shall be responsible for providing educational opportunities on the subject of the sexual abuse of minors to the members of the Province.

B.2.2 Formation

- B.2.2.1 The Province has a responsibility to provide our men in formation with guidance in their spiritual, emotional, intellectual, and psychosexual development. Part of this charge is realized in candid, informative, and integrative sex education. Formation masters, in particular, need to be thoroughly aware of the issue of sexual abuse both to assist candidates who may have been sexually abused during their youth and to understand what factors place some candidates at high risk of becoming sexual abusers of minors.
- B.2.2.2 With this in mind, the Province commits itself to the following policy:
- B.2.2.2.1 The Formation masters of the Province are charged with developing a frank and integrative sex education program to guide our men in formation in their psychosexual development.

B.3 Intervention

- B.3.1 The St. Thomas Province, India affirms its concern for the welfare of all minors, but particularly of those entrusted to its care. Even so, it may occur that one of our Brothers violates this trust through sexual contact with a minor. In that case the Province considers the rehabilitation of the minor to be among its primary concerns.
- B.3.2 Many factors have to be considered when it comes to a question of making an intervention in behalf of a person who is known to be or suspected of being involved in the sexual abuse of minors. Some of these factors are legal responsibilities, care for the reputation of the accused, and a concern for scandal.
- B.3.3 When one is faced with intervening in a case of suspected sexual abuse of a minor, there are a number of factors that should be considered from a therapeutic point of view. It is important to realise that on some deep level this man is suffering an enormous degree of pain and humiliation. He may be facing the loss of his reputation, estrangement from his family and, in some cases, prison.
- B.3.4 If the man has been having sexual activity with minors over a period of time, he most likely has been denying to himself the harm that he has been causing. Now that he has been accused or caught, the full realization

of what he has been doing may come crashing down upon him. In this case, he is likely to become seriously depressed, and even suicidal. It is imperative that he received professional help.

- B.3.5 In the instance where a man is confronted with the well-founded suspicion of sexual abuse of minors and there is no involvement with the law, it is quite possible that he will deny that any problem exists. In this case, it may be required to pursue this rather aggressively, in a manner similar to dealing with alcoholics who deny that there is any difficulty. It may be necessary to call together a number of people who have noticed his inappropriate behaviour and together confront him. This may seem somewhat extreme to some, but it is important that this man receive help and that the children and teenagers be protected from his improper attentions.
- B.3.6 Once a sexual abuser of minors presents oneself for treatment, one may ask of what the treatment consists. Although there is no absolute uniform treatment, it is generally recommended that the person not enter into once a week outpatient therapy. Instead it is helpful if the person enter a residential multi-model treatment program so that he may fully address his sexual and psychological issues in a variety of treatments.
- B.3.7 Usually the person will undergo a full psychological assessment to bring to light what his particular psychological issues are, in addition to his sexual issues. Additionally, he may also undergo a neurological exam to rule out any organic problems and a physical exam to rule out any hormonal or chromosomal abnormalities.
- B.3.8 Particular forms of treatment may vary from program to program, but generally they will include all of the following: 1) individual therapy, 2) group therapy, 3) alcohol intake monitoring where appropriate, and 4) medication in selected instances.
- B.3.9 With this in mind, the Province commits itself to the following policy:
 - B.3.9.1 If any member of the Province needs or requests psychological assistance, it will be provided to him by the Province with respect, understanding, and confidentiality.
 - B.3.9.2 Members of the Province are directed to bring to the attention of the Provincial their concerns about inappropriate sexual behaviour toward minors by any member of the Province. They are also strongly encouraged to bring these concerns directly to the Prior and to the person involved.
 - B.3.9.3 If a member of the Province is reported to be engaged in inappropriate sexual behaviour with minors, the Provincial will immediately arrange for an investigation into the matter. The Brother in question will be confronted in an atmosphere of openness and fairness. The records of this investigation will be filed confidentially with the Province attorney who will comply with legal reporting requirements where appropriate.

- B.3.10 If the investigation indicates that the Brother engaged in behaviour that may result in criminal charges and/or civil litigation, the following procedures will be followed:
- B.3.10.1 The Brother will be moved from his current ministerial assignment and sent for comprehensive psychological assessment.
 - B.3.10.2 Treatment recommendations from the psychological evaluation will be carefully considered and implemented.
 - B.3.10.3 Appropriate diocesan authorities will be informed.
 - B.3.10.4 The Brother will be provided with appropriate legal counsel to assist him in any judicial proceedings that may ensue.
 - B.3.10.5 The local Community will be provided with appropriate support to deal with the effects of the Brother's behaviour upon them and their common ministry.
 - B.3.10.6 Where appropriate, pastoral support shall be extended to the family of the Brother who has sexually abused minors.
 - B.3.11 If a member of the Province has sexually abused a minor, the Province shall assume financial responsibility for any appropriate therapeutic assistance that the minor and/or his or her family may require, as determined by an independent mental health professional.

B.4 Aftercare

- B.4.1 It is important that the Brother who is receiving treatment for his psychological difficulties not feel that he has been emotionally abandoned by the Province. His friends in the Community and his local superior are particularly encouraged to maintain contact with him during his term of treatment. Upon his discharge from the treatment program, normally the Brother is to be welcomed into a local Community and is to take up a fitting ministry. For legal reasons or because of possible scandal, it may not be prudent for the Brother to return to his formal local Community or to resume his usual ministry. In this case it is important that dialogue among the concerned parties precede any ministerial assignment and living arrangements.
- B.4.2 With this in mind, the Province commits itself to the following policy:
- B.4.2.1 Treatment recommendations from the psychological facility at which the Brother sought assistance are to be carefully considered and implemented after discussion by all concerned parties, including at least the following: the Provincial or his representative, the Province attorney, the local Community to which the Brother is assigned, the supervisor of the Brother's ministry, and especially the Brother himself.

Appendix C.

‘MODEL’ PROTOCOL FOR DEALING WITH ALLEGATIONS OF ABUSE

(Originally prepared by Bro. Brian O’Donnell for the Provinces in the Asia Pacific Region, and adapted to some extent.)

C.1 Preamble

C.1.1 We recognise the need to have suitable protocols in the matter of allegations of physical, psychological or sexual abuse occurring in Communities or Services of the Order in India.

C.1.2 The following ‘model’ is offered as an example to indicate some essential elements that should go into the drafting of protocols. The ‘model’ is not exhaustive – it has been kept short and simple. Most of the elements are drawn from the Policies and Procedures of the Australasian Province.

C.1.3 Also the word ‘Brother’ is used to represent the accused person – however, the same principles would apply if the allegation were made against a Co-worker.

C.1.4 It is important that the Province does not act in isolation from the national Church organizations set up to deal with the issue of abuse and allegations when such organizations exist. These organizations are likely to have drawn up culturally sensitive guidelines that aim to prevent abuse and allegations. Such guidelines will give direction in regard to such matters as:

C.1.4.1 The selection of places for pastoral contact and counselling.

C.1.4.2 Initiating or responding to physical contact, such as giving a comforting touch or embrace.

C.1.4.3 The need for the presence of another adult when dealing with a child or young person in a pastoral or care situation.

C.1.4.4 And many other points in the areas of prevention, responding to allegations and dealing with accused persons and those who are accusers and/or victims of abuse.

C.2 Province Committee

C.2.1 The Province maintains a Justice Commission to deal with allegations of abuse.

C.2.2 The Commission is appointed by the Provincial.

C.3 National Church Policies and Procedures

C.3.1 The Province subscribes to, and adheres to, any policies and procedures established by the Catholic Bishops’ Conference of India (CBCI) and Conference of Religious, India (CRI).

C.4 Allegations

- C.4.1 Allegations against Brothers may reach the major superior in several ways that include:
 - C.4.1.1 in a letter addressed to the Provincial,
 - C.4.1.2 in a telephone call to the Provincial Curia,
 - C.4.1.3 in a personal call or telephone message to a Brother or a Community, and
 - C.4.1.4 in contact made with the Director (religious or lay) of one of the Order's assistential services.

C.5 Dealing with Allegations

- C.5.1 The Justice Commission deals with allegations of abuse.
- C.5.2 The Commission interviews:
 - C.5.2.1 the person making the allegation,
 - C.5.2.2 the Brother against whom the allegation has been made,
 - C.5.2.3 other appropriate persons, and
 - C.5.2.4 support persons whom the accuser and the accused may wish to include in the investigation.

C.6 In Relation to the Brother

- C.6.1 The protocol that is followed in relation to an accused Brother is:
 - C.5.1.1 The Provincial or his delegate informs the Brother about the allegation as soon as possible.
 - C.5.1.2 The Provincial or his delegate invites the Brother to make an initial informal response to the allegation.
 - C.5.1.3 The Provincial may instruct the Brother to withdraw from his current apostolic activity pending a resolution of the matter. This suspension, in the first instance, is motivated by concern for persons in the care of the Order. However, the withdrawal of the Brother from apostolic activity is also for the protection of everyone involved, including the Brother and the Church. Consequently, it is not to be understood as a sign that the Order accepts that the allegation is justified. The Provincial, in deciding on suspension of the Brother, takes into account the nature, place and history of the alleged abuse.
 - C.5.1.4 The accused Brother is informed about the progress and results of any further investigation if the Province Professional Standards Committee decides that further enquiries are necessary.
 - C.5.1.5 During any investigation the accused Brother is presumed to be innocent. If the Brother wishes to have legal advice he is provided with a lawyer who can advise and represent him. The Brother is also encouraged to obtain personal and pastoral help by informing his Community and/or certain other Brothers, relatives or friends who can support him. He is also given

any further assistance that he may wish – such as professional counselling and spiritual direction.

- C.5.1.6 The privacy of everyone concerned is respected and the allegation is not discussed outside the circle of persons who are involved as part of their duties or supporting action.

C.7 Police and Mandatory Reporting

- C.7.1 The law may require the communication of information about allegations of abuse to the police or other civic bodies. The Provincial is responsible for any mandatory reporting.

- C.7.2 The Order cooperates fully with the police.

- C.7.3 If the police directly approach a Brother for information about himself that might relate to an allegation, he is advised to politely decline to respond immediately to enquiries and indicate that he wishes to immediately inform the Provincial and obtain legal advice. In accordance with that legal advice, he will cooperate fully with any police investigation.

- C.7.4 If the police directly approach a Brother for information about another Brother that might relate to an allegation, he is advised to refer the enquiry to the Provincial who will then make contact with the police – either personally or through a delegate.

C.8 Responding to Contacts that are Made at Community Level

- C.8.1 Brothers at the Community level have the following guidelines for responding to allegations when received verbally (in person or by telephone), or media contacts:

- C.8.2 Do not engage in discussions/conversations/ arguments and do not make any admissions or disparaging remarks to the caller.

- C.8.3 Do not give details about the addresses or Community placement history of Brothers. Refer the caller to the Provincial who will supply all appropriate information or delegate someone to do so. Or, offer to ask the Provincial to contact the person if he or she gives the necessary contact information (address, telephone number, etc.)

C.9 Responding to the Abused Person

- C.9.1 If or when the Province concludes that the allegation is correct and that the accuser has been abused by a member of the Order, or if a judicial process results in a guilty verdict, the Province gives the abused person as much help as is possible and appropriate at the spiritual, psychological and material levels.

C.10 Responding to the Falsely Accused Person

- C.10.1 If or when the Province concludes that the allegation was false or exaggerated, or if a judicial process results in a verdict of acquittal, the Province gives the exonerated Brother as much help as is possible and

appropriate at the spiritual, psychological and material levels, taking every available measure to restore his good name.

Appendix D.

REQUIREMENTS FOR PURCHASE, UTILIZATION OR SALE OF IMMOVABLE ASSETS

- D.1 Do's
- D.1.1 Identify the owner of the property.
- D.1.2 Get a document by which the present owner can prove the ownership.
- D.1.3 Verify the mother deed, *patta*, *chitta*, etc.
- D.1.4 Get previous tax paid certificates.
- D.1.5 Get latest tax paid receipt.
- D.1.6 Get atlas copy.
- D.1.7 Get village map.
- D.1.8 Get survey sketch from *taluk* surveyor for each survey number.
- D.1.9 Get encumbrance certificate (for at least 33 years).
- D.1.10 Get endorsement from *tahsildar* on no tenancy certificate (NTC).
- D.1.11 Get endorsement from *tahsildar* that there are no land acquiring proceedings.
- D.1.12 Get 'no notification certificate' from the concerned authority (city development authority).
- D.1.13 Ensure the classification of land before purchase (*akar bandh* - agriculture land, etc.).
- D.1.14 Verify with the taluk office register whether the name transfer had been given effect to in the patta and obtain a copy (*pokku varavu*).
- D.1.15 Ensure that the photos of both the buyer and the seller are affixed at the time of registration.
- D.1.16 In the event of ancestral property get separate affidavit on stamp paper from each of the legal heirs.
- D.1.17 Betterment charges are to be paid to the local authorities if the property is located in a corporation area or is outside Kerala.
- D.1.18 Verify with the concerned village officer regarding any attachment (complaint) with the proposed land/building.
- D.1.19 If the property is mortgaged in a bank, obtain a no-objection certificate from the Bank.
- D.1.20 Before purchasing *porambok* land (no man's land) obtain necessary clearance from the revenue authorities.

D.2 Don'ts

- D.2.1 Do not enter into an agreement without verifying the power of attorney.
- D.2.2 Do not get the property registered through middlemen.
- D.2.3 Do not ask the brokers to sign as witness in the documents.
- D.2.4 Do not register without original documents (photocopies are not enough).
- D.2.5 Do not register a minor's property without a proper court directive/order.

Appendix E.

**DUTIES AND RESPONSIBILITIES OF
THE CHAPLAIN AT KATTAPPANA**

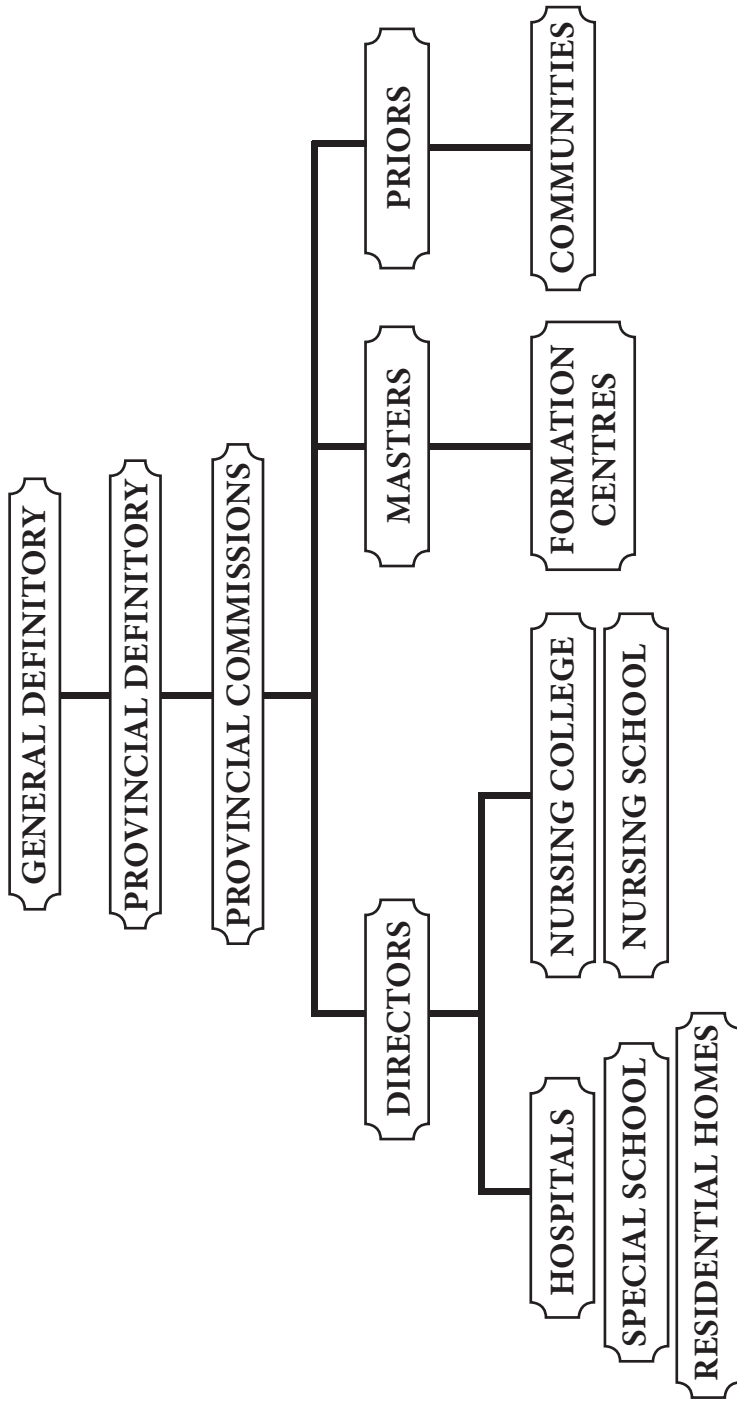
E.1 Introduction

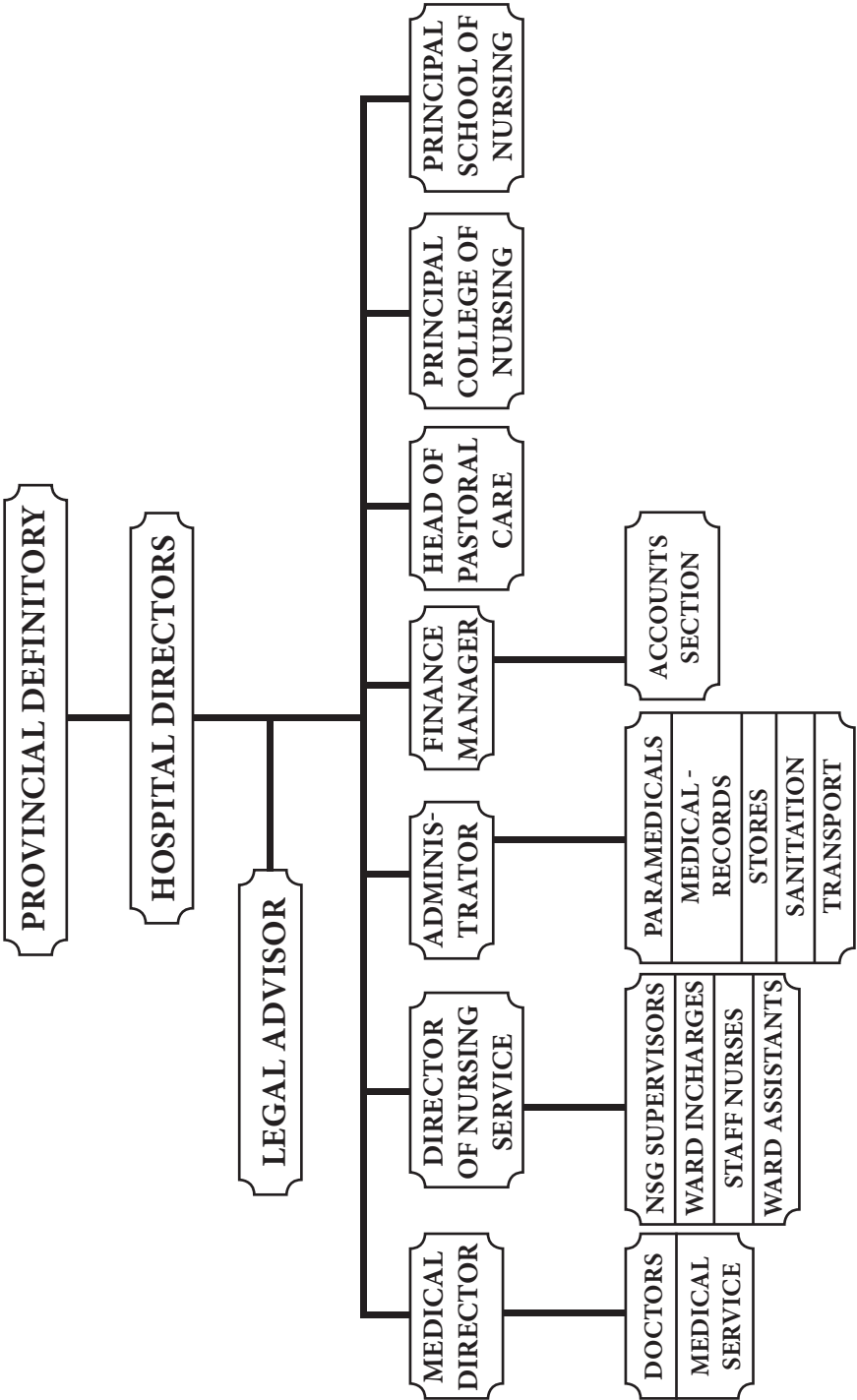
E.1.1 The chaplain is for all our institutions at Kattappana: St. John's Hospital, Psychiatric Hospital, Pratheeksha Bhavan and Boys' Home, College of Nursing and School of Nursing and Community of Brothers. The following are some of the duties and responsibilities of the chaplain.

E.2 Duties and Responsibilities:

- E.2.1 Daily Holy Mass in our Hospital cum Community chapel. There shall be one Mass on weekdays and two Masses on Sundays. There are daily intentions. If there is a special intention that will be informed by the sacristan.
- E.2.2 Distribution of Holy Communion to the Sick (outside Mass).
- E.2.3 Counselling patients and their relatives, especially those affected by sudden illness (e.g. attempted suicide, etc.).
- E.2.4 Visiting patients and praying for /with them. Visiting patients who are to undergo surgery.
- E.2.5 Remembering during Holy Mass those patients who are seriously sick and who are to undergo surgery.
- E.2.6 Catering to the spiritual needs of the Brothers, Co-workers and students (confession, counselling, etc.).
- E.2.7 Hearing confessions of the patients and inmates of Pratheeksha Bhavan.
- E.2.8 Administering the sacrament of Anointing of the Sick to the inmates in Pratheeksha Bhavan and patients in the Hospital.
- E.2.9 Conducting funeral services for the inmates who die in Pratheeksha Bhavan.
- E.2.10 Administering the sacrament of Baptism to infants when requested by their parents, after obtaining written permission from their parish priests.

ST. THOMAS PROVINCE, INDIA ORGANOGRAM





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