

# La Promisse

## A Must Read Op-Ed Piece by Mike Maron and Harold Prével, MD

Holy Name President and CEO Mike Maron and Hôpital Sacré Coeur CEO Dr. Harold Prével share their thoughts on the devastating crisis in Haiti and the day-to-day struggle to keep Hôpital Sacré Coeur open and prepared for the region's ongoing humanitarian crisis.

**"Our neighbor to the south is not a nightmare that we can avoid"**

► [CLICK HERE](#) to read the full Op-Ed published on December 11 in NJ.Com.



## December Food Distribution

In December 2022, Hôpital Sacré Coeur distributed over 1,300 boxes of food to more than 3,000 people representing approximately 2,000 families in the Milot area. The boxes, which contained a total of over 312,000 meals, were delivered to the neediest in the area — children, the elderly, the medically compromised, and the poorest of the poor. Recipients received nutritious meal packages of rice, beans, vitamins, and a live chicken.



## December Food Distribution...



## Thanks to a Generous \$50,000 Grant in Support of the Boston Medical Community, the Cardiology Fellowship Program is funded.



Dr. Alford Blaise

This exciting new initiative will fund the two-year training of a cardiologist at **Le Centre Hospitalier Universitaire de Martinique**. After completion, the physician would work full-time for Hôpital Sacré Coeur. The objective is to invest in the specialty training of a medical doctor at Hôpital Sacré Coeur — someone with deep Milot roots who would be more inclined to stay in the region. An educational institution in Martinique was chosen because the classes and training will be conducted in French.

After careful consideration, Dr. Alford Blaise, a staff physician at Hôpital Sacré Coeur was chosen to receive this prestigious fellowship. Dr. Blaise will start the first year of his training in May 2023, at the 1,600 beds — 680 medical and 30 ICU — hospital in Martinique. Dr. Blaise's wife and 6-month-old child will remain in Milot.

**The Cardiology Fellowship Program is part of a major initiative to establish Hôpital Sacré Coeur as a premier cardiovascular center.** This game-changing effort is spearheaded by long-term HSC volunteer and cardiologist Carl Turissini, MD, and Haiti Health Promise board member, and cardiologist Joseph Kannam. ■

# Training Nurses as Servant Leaders

*Our first task in approaching other people,  
another culture, is to take off our shoes.  
For the place we are approaching is holy.  
Else, we may find ourselves  
treading on people's dreams.  
More serious still, we may forget that  
God was there before we ever arrived.*  
~ Max Warren

**Servant leadership and respect for another's culture undergird the Nurse Training Program at Hôpital Sacré Coeur.** J. Cedar Wang, MSN, APN, GNP-BC, CHSE, Vice President of Nursing Operations at Holy Name, and Nathalie Dorcin, Chief Nursing Officer at Hôpital Sacré Coeur, direct this well-thought-out and crafted program.



Nathalie Dorcin, HSC Chief Nursing Officer

The goal is simple: train nurses to become leaders and equip them to train their staff. Communication lies at the heart of the program: teaching best practices for nursing management, patient interactions, and clinical operations. And that is where the program and its direction become anything but simple.

**The precepts underlying the dissemination of information between two distinct cultures — Haitian and American — beg a deep understanding of the nuances and symbolisms of both cultures and the considered self-awareness of participants.**



J. Cedar Wang, Holy Name VP of Nursing uses simulation training to teach Niva Myrlene Fils-Aimé François, Chief of Community Services

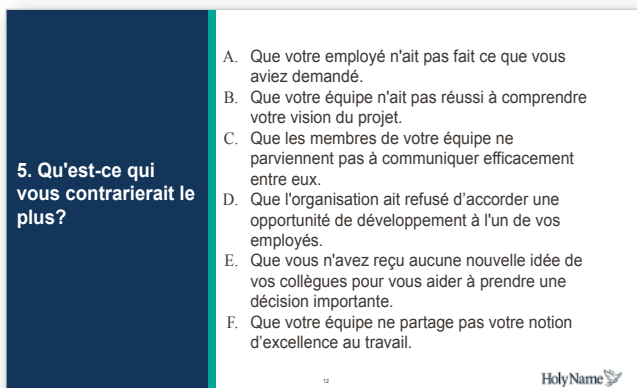
The Nurse Training Program found roots in the development of Hôpital Sacré Coeur's Simulation Lab — another game changer for Haitian healthcare. Wang helped launch the "Helping Babies Breathe" simulation training program alongside Hôpital Sacré Coeur nurses. The program successfully addressed a regrettably common practice among non-medical attendees assisting with a birth who assumed that if a newborn did not breathe immediately, the infant was dead.

"Helping Babies Breathe" required more than just teaching medical information and best practices. Haitian and American participants had to find and meet on common cultural ground and ensure the program reflected unique cultural values,

respected personal and situational challenges, and offered opportunities for 2-way conversations.

This past year, Wang and Dorcin continued their best practices dialogue with weekly virtual meetings. Throughout their conversations, the question of how to increase quality nursing care loomed largely and eventually focused on the need for leadership training.

The program rolled out with all nursing departmental leadership. While training for best practices aimed to improve clinical operations, such as the accurate handoff of patient information between shifts to ensure continuous quality of care, the crux of the teachings focused on leadership development, using video tools accompanied by on-site coaching. Specific exercises helped nurses understand the varieties of leaders and their styles. Through a series of questions, nurses determined their style and the various styles within their team and found ways to apply effective leadership characteristics to typical nursing situations.



The program stressed that one of the first steps in the evolution of leaders is to get to know each other better so they can better adjust their posture to individuals and situations. The intense process of self-evaluation included self-awareness questions such as "What do people admire the most about you?", "When delegating tasks, what behavior are you most likely to exhibit?", "What upsets you the most?" Questions geared to uncover identity communication styles and biases when interacting with colleagues included "In discussions with team members, what would you most likely say" in various situations? "What do you most tend to do when you have to give feedback after a poor performance."

The program noted the successful leadership model advocated by Daniel Goleman in his 2002 Harvard Business Review article about leadership styles, in which he posited that the

most influential leaders moved between 6 styles based on situations and personal tendencies. (Director, Expert, Visionary, Democratic, Affiliate, and Coach).

With the basic groundwork laid, the program moves toward developing servant leaders, a concept first articulated in 1960 by AT&T communications executive Robert K. Greenleaf. The servant leader model starts with the natural feeling that a person wants to serve and makes a conscious choice to want to lead. According to Greenleaf, the best test comes by observing whether the people served are growing and perfecting as individuals while being served. Do they become more balanced, wiser, more accessible, more self-reliant, and more likely to become servants themselves?

Long before Greenleaf, Jesus launched the concept by telling his disciples:

25 Jesus called them together and said, "You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. 26 Not so with you. Instead, whoever wants to become great among you must be your servant. (Matthew 20: 25-26 NIV)



What are the qualities of a servant leader? The ability and desire to listen. Empathy. The ability to work toward healing and reconciliation. A commitment to assist people in their personal development. A duty to assist in the development of the community. Qualities aligned with the core values of Hôpital Sacré Coeur and Holy Name.

**Faith occupies pride of place in the success of the program. Both Haitian and American participants stand firmly on many Biblical examples of servant leadership. The innate desire to serve others naturally compels nurses to react to the needs of their patients and colleagues, withhold judgments, and do whatever is necessary to reach a positive outcome for the well-being of the patients. In this sense, faith becomes a unifying factor in the training program.**

Getting to know your Haitian and American colleagues better highlights the genuine desire of all to reach a common goal: delivering quality healthcare. Knowing yourself and your team members better increases effectiveness. A willingness to listen, an openness to new approaches, and a genuine respect for knowledge learned and transmitted within various cultures creates more paths to clinical and personal success and well-being.

**As the program continues to evolve and be rolled out through additional clinical staff, Wang foresees one likely and hoped-for outcome: self-sufficiency. At some point, Hôpital Sacré Coeur's nursing leadership pipeline will be so strong that the American leadership training input will be unnecessary. ■**

## Meet the Hôpital Sacré Coeur Team

**With a hospital staff of 426 that includes 335 full time, 35 contractual, 36 temporary and 20 medical interns, Hôpital Sacré Coeur has a tremendous pool of skilled and competent individuals to run every aspect of a large hospital. Exemplary staff abound. Every month, *La Promisse* will focus on key individuals.**

### **Abdel Alexis, HSC Director of Human Resources**



Abdel, a long-term employee of Hôpital Sacré Coeur, fulfills his position with great dedication and distinction. He is immersed in planning, leading, directing, developing, and coordinating the management of over 450 staff and contractors. Moreover, Abdel is an excellent support for the Executive Director and hospital administration.

A pillar in this constantly growing hospital, Abdel embraces and even embodies the organization's mission, vision, and values. He always works passionately and has great discipline, leadership, and skills.

As a result of knowing so well the Hôpital Sacré Coeur staff and community, Abdel sympathizes with them, listens to them with care, and takes any of their concerns seriously. He embodies the leadership principle of being "fair and firm," which is a key to development in such a massive project in such a challenging environment.

Everyone will agree without hesitation that Abdel Alexis is a vital organ in the body of Hôpital Sacré Coeur.

## Winston Blaise, MD.Chief of Service, Obstetrics-Gynecology

By Dr. Michele Paul Hanna, HSC Chief Medical Officer

Dr. Blaise's career at Hôpital Sacré Coeur spans from December 2009 to the present day. Like most graduating residents of the Hôpital Universitaire Justinien in the North department, his dearest wish was to find a renowned hospital like Hôpital Sacré Coeur and make a career there. As a Milot native, Dr. Blaise felt doubly blessed to join the staff.



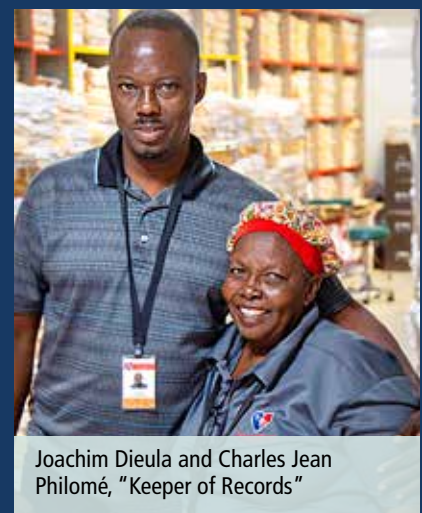
Dr. Blaise began his career as a member of the Ob/Gyn department in December 2009 as a doctor on duty. With steadfast and focused diligence, Dr. Blaise acquired solid skills in surgical techniques in obstetrics and gynecology. Hospital administrators and his peers recognized his competency and devotion. In 2012, Dr. Winston Blaise was made head of the department.

Dr. Blaise is naturally pensive, joking at times but also strict, as is often necessary given the responsibility and high-pressured atmosphere of the Obstetrics and Gynecology department. The reputation and impact of the department have grown under Dr. Blaise's leadership. The North department now refers all women with obstetric or gynecological complications to Hôpital Sacré Coeur. Working at this service level requires a practiced, compassionate, and resourceful manager. Given the critical medical responsibilities of the Ob/Gyn department and the unrelenting patient volume, it is no wonder that staff often feel stressed and need the benefit of Dr. Blaise's gifted and understanding leadership and management skills.

Dr. Blaise achieved his graduate school dream by joining Hôpital Sacré Coeur, and in turn, the hospital became a school where he could hone and demonstrate his love for the Ob-Gyn specialty. His vision for the department fits Hôpital Sacré Coeur's vision to be the country's best maternity and gynecological center. ■

## Congratulations and Warm Wishes to Joachim Dieula

Who is retiring after 33 years of service in the Medical Records Department at Hôpital Sacré Coeur. You will be missed!



Joachim Dieula and Charles Jean Philomé, "Keeper of Records"



Front Row, L- R Don Kazzner, Dr. Jim Morgan, Dr. Harold Prével, Steve Mosser, Jacky Chan, Milot resident. Back Row, L-R, John Clark, HSC Construction, Greg Bozzo, Jeff Rhode.

# Holy Name Team Visits Milot

Holy Name Executive Vice President for Operations, Steve Mosser, and his team of Holy Name professionals visited Hôpital Sacré Coeur in December. While at the hospital, they inspected various infrastructure and equipment, met with architects and HSC administrators to fine-tune building plans for the proposed Women's and Children's Hospital, visited the new HSC farm, and lent their considerable facilities management expertise to ensure optimum functioning and development. Mosser and his team visit Hôpital Sacré Coeur frequently and meet with key HSC personnel via video conference calls weekly. ■



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