



Complejo Asistencial
Clínica Santa Teresita A.C.
Tarahumara Jesuit's missions

Our achievements for 2019 at the Santa Teresita Complex

Re-launch of our Strategic Planning (PE) until 2024.

In September we re-launched our strategic planning now until 2024, something we started back in 2014: thanks to the advice of Mr. Pedro Guzmán at the Universidad Iberoamericana in León. Each of our projects, which we describe below, is reviewing its work according to our Mission and Vision; It is doing its FODA exercise (**F**orces, **O**pportunities, **D**ebilidades (Weaknesses) and **A**menazas (Threats), re-standardizing our activities from now to 2024. As a coordinating staff we have progressed in clarity in the following areas:

- We see planning as an administrative function that defines objectives and establishes strategies for the achievement and development of programs. This work helps us set a course, reduce uncertainty, be efficient, and set objectives or standards that can be measured.
- We can describe our Mission in the following terms: **“WE HAVE THE MISSION OF CARING, SUPPORTING AND PROMOTING THE INTEGRAL WELFARE OF THE INHABITANTS OF THE SIERRA TARAHUMARA, MAINLY THE MOST VULNERABLE AND NEEDED, THE RARAMURI PEOPLE; WITHOUT EXCLUSION OF PEOPLE BY RACE, CREDIT OR ECONOMIC SITUATION, SUPPORTING THEIR CULTURE, LIFE, CREATING IMPROVEMENTS IN HEALTH, EDUCATION, SUBSISTENCE, CARE, PROTECTION AND USE OF THE ENVIRONMENT. INTEGRATE ALL THESE SERVICES WITHOUT FREELY. APPLYING TECHNOLOGY THAT IS WITHIN OUR REACH. INTEGRATE DIGNITY AND FREEDOM”**.
- Our Vision was formulated as follows: **“MAINTAIN AND STRENGTHEN BY 2024 - IN DIALOGUE AND COLLABORATION WITH THE POPULATION, ESPECIALLY THE RARÁMURI COMMUNITY IN ADDITION TO INSTITUTIONS AND PEOPLE WITH RELATED VISIONS, ACHIEVE BETTER AND MORE JUST LIVING CONDITIONS, PROVIDE INDISPENSABLE OR URGENT SERVICES, SUPPORT TRAINING AND HELP IN HEALTH, FOOD, EDUCATION AND CULTURE, ALLOWING THE WORK, EXPERIENCE AND DELIVERY OF OUR STAFF TO GENERATE LEADERSHIP, MAINTAINING THE CULTURE AND TRUST OF THE POPULATION ATTENDED.”**
- We reformulated our institutional values, we studied our foundational purpose that dates back to 1964. We will try to remain faithful to our origin and, at the same time, be creative, according to the new circumstances of the communities that continue to allow us to serve and accompany them.

We now share with you some of our achievements and challenges per project

SANTA TERESITA MEDICAL UNIT

We hired a suitable and full-time person for the human resources area. He will be in charge of interviews, hiring, induction, conflict management, problem solving, performance evaluation, etc. The most important challenge we have is to train our employees in the foundational charism of our institution, to convey to them the deep sense of our reason for being: the service primarily of Tarahumara communities in vulnerable situations. We will continue working on the implementation of an appropriate pedagogy to motivate our staff. We continue to experience the challenge of an adequate induction to our medical staff. In general, our doctors come for short periods of time, prior to entering into a post-grad specialty. We wonder how to

convey, in this short time, our founding mysticism? How to properly bring them closer to the indigenous reality of the area?

Statistics:

In an outpatient clinic, **4,799** patients were treated, of which **1,147** were pediatric patients, **3,576** adult patients and **76** emergency cases.

We had **328** hospitalized patients: **159** adults, **169** pediatric patients. We were able to offer the aforementioned people a total of **6,617** days of hospital stay.

We offered **2,452** laboratory studies to outpatients and hospitalized patients. The X-ray studies amounted to **792** of which **496** were performed in hospitalized patients and **296** were offered for outpatient consultation.

We had **243** transfers of which **116** were adult patients, **127** pediatric patients.

We had **4** deaths, of which **3** corresponded to pediatric cases.

A total of **95** patients were transferred to other medical facilities, of which 90 were patients with tuberculosis and 5 were suffering a severe level of malnutrition.

The dining room for relatives of patients offered **20,680** meals of which 12,906 went to relatives of our patients and 7,774 to other people in need.

Nutrition project: Child weight and size

We obtained the support of the **Trust for the children of Mexico from the Santander Bank**. The challenge will be to professionalize our work more within the limitations of the area where we live. The registration of children is complex and the preparation of reports is demanding. This will allow us to be more efficient and continue to participate in the program. We also managed to detect other communities with the greatest need in the Raramuchi area. We plan to focus our support there during this year 2020.

Realization of a new collaboration agreement with the NATIONAL INSTITUTE OF HEALTH AND WELFARE (INSABI in Spanish).

In 2019, the **Popular Insurance** program was dismantled by the Federal Government. Although we will no longer have this governmental support, we will continue to provide our services without interruption. Our people continue to demand more quality and comprehensive medical services. Since October we have contacted the corresponding authorities asking that they let us know the route to follow in order to establish the new agreement with INSABI. We want something similar to what we had with the **Popular Insurance Program**. The information we have received so far in preparing this report is that the rules of operation are still being set. So, private institutions like ours must wait for a while more. Meanwhile, we will continue to train and accompany our staff and continue providing quality service to people in poverty and exclusion.

Our staff training:

In August our administrative staff attended a training session in **Norma 035** of the Ministry of Labor and Social Welfare. They indicated their mandatory compliance provisions for October of last year and others that set for October 2020. A report on the commitments assumed as an organization around psychosocial risk factors was discussed and delivered; as well as prevention of workplace violence and the promotion of a favorable organizational environment. In December, fiscal updates for 2020 were established.

In addition, the following trainings were received in the medical area: Occupationally exposed personnel, Interventions in post-traumatic events, SI CALIDAD (Quality) of the Ministry of Health and Assistance and Application of Vitamin A for infectious parasites, among others.

Installation of 120 solar panels



With the support of **Fundación del Empresariado Chihuahuense A.C.** (FECHAC) And The Tichi Muñoz Foundation, of Cd. Obregón Sonora, **120 solar panels** were installed in October. The first CFE receipt after its installation was 10% of what was previously paid. This freed up resources to renovate laboratory equipment. With other outside support, a team of hematology and another of Electrolytes were acquired.

Some achievements in legal matters

In 2019 we received the money distribution of a Probate Succession. It was a long process that finally culminated this year. After a long process, the signing of an Agreement was reached: a reparation agreement from property damage by the State Prosecutor's Office, for a breach of contract with a computer provider.

Intercultural education aimed at strengthening identity and autonomy



REJOGOCHI BENÉSICA ANAGUPI INTERCULTURAL EDUCATIONAL CENTER (Learning from each other)

It was possible to maintain an enrollment of **80 students, of which 48 are girls and 32 boys**. All are Rarámuri. An achievement was that their teachers managed to regularize those students who did not attend in the whole semester due to the migration of their families to Cuauhtémoc. Students received personalized attention and in the second grade they started to read. One achievement was that on December

18, two of their indigenous teachers graduated in indigenous education: Ramiro and Aurelio. Both are alumni of our school. With the support of other institutions, these are cases of academic and work success.

In July, our teachers participated in two workshops taught at the National Center for Indigenous Missions (CENAMI in Spanish). Both workshops reinforced their training in the intercultural sense of their work.

In September the chicken coop of Creole hens was implemented. It has pedagogical and egg production purposes for self-consumption. We also initiated a project of fruit trees donated by SEDUE (Government) to plant them on the site where, until last crop cycle, corn and beans were sown.

In 2019 The Kwechi and Pawichiki schools, that were centers incorporated into our school, managed to be incorporated to another institution closer to them in Guachochi. That institution will be able to continue accompanying them in achieving their own registration with the SEP (Secretary of Public Education). This will facilitate the process so that their teachers take greater responsibility for their own training and achieve a healthy autonomy.

BARTER PROJECT FOR COMMUNITY WORK

We managed, under this program, to distribute **80 tons of corn and 16 tons of beans. 45 community requests were met.** The beneficiary communities committed themselves to community work for their own benefit. For example, the planting of fruit trees, development of water collection systems, cleaning of plots, trenches to prevent erosion of arable land, arrangement of roads, raising fences, removing stone from farmland, etc. What stands out now as an important challenge for 2020: to improve the accompaniment of those communities that participate. We haven't got the right staff yet.

We achieved in March by presenting our benefactors with our needs: receiving, unloading and distributing **3 potato rail cars** donated by De la Vega Family and other benefactors of Los Mochis, Sinaloa. These rail cars were distributed among various internships and charitable institutions of the Sierra Tarahumara, among which are the internships of the Religious Servants of the Sacred Heart of Jesus and the Poor. A lot of these potatoes were distributed under the Barter Project for community work.

MAINTENANCE PROJECT OF WELLS, WATER HARVESTS AND FRUIT TREES

We achieved (to the extent that the demand for maintenance services of the Medical Unit allows it) in continuing to provide minor maintenance to some wells near Creel. We have failed to meet requests for well drilling in some isolated communities. A challenge for 2020 is to hire the right staff to handle one or two drilling requests.

We managed to continue implementing the fruit tree program in the community of Barigúachi. These trees were donated by SEDUE (Government). Despite the distance, we managed to have a regular presence in the Raramuchi community. We continue to accompany the project that includes water tanks and hoses to irrigate already sown fruit trees.

LOYOLA MUSEUM

We have not achieved the self-sustainability of this project. The climate of insecurity drives away tourists. Some visitors were received during the peak season but the rest of the year the Museum was only opened at the express request of very few visitors. The paintings, which belong to the community, are in excellent condition.

MISSION CRAFTS

Last year, this project subrogated to an independent administration, which has managed to pay two salaries and also donate support to the Santa Teresita Medical Unit. It is already completely self-sustaining, as we had planned in July of 2017. It managed to preserve its original social support objective: buy handicrafts at a fair price from indigenous people and market it with tourist visitors. This was achieved thanks to the successful administration of Monserrat Borja and Hermelinda Alcaráz.

TARAHUMARA JESUIT'S CULTURAL CENTERS. Fr. Rodrigo Espinoza S.J. director

The four Cultural Centers of the Parish of San Miguel de Guaguachique worked closely with us during 2019. The Cultural Centers are located in important indigenous communities of the parish. They are: 1) the Cultural Center "Luis Verplancken" of Samachique, 2) the Center Cultural "Carlos Diaz Infante" of Guaguachique, 3) the Cultural Center "Ernesto Uranga" of Pamachi and 4) the Cultural Center "Luis Felipe Gallegos" of La Gavilana. The work and support that the centers do for these four communities, through cultural activities and literacy tasks, has a direct and positive impact on around 150 children; and indirectly in the entire population of these four communities, which amounts to around 2,500 people. The Cultural Centers currently have a team of seven rarámuri teachers (of which three are musicians) and a project coordinator.



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With the start of a new team and parish planning in the fall of 2019, the teachers of the Cultural Centers had planning activities to define the work and course to follow for the next three years. The meeting began with an analysis of the reality where the teachers of the Cultural Centers work and identify (FODA) forces, opportunities, weaknesses and threats (in the cultural and educational fields) of each of their working communities. It was agreed that the work of the Cultural Centers revolves around five inspirational axes: 1) **the formation of children**, 2) **the accompaniment of the community**, 3) **the strengthening of the rarámuri culture**, 4) **the strengthening of the rarámuri music** and 5) **the same teachers' commitment to their work**. The mission of the Cultural Centers was defined in terms of the strengthening of cultural identity and attention to learning needs through themes of culture, accompaniment to parties and community work and continuous reflection on the needs of children and the community. This new planning was followed up by two weeks of evaluation.

1. Regarding the strengthening of cultural identity:

Culture topics were taught in the four centers following the agricultural and holiday cycle as a reference. For example: in mid-May, with the beginning of planting in the communities, the Cultural Centers taught topics about local seeds, land or natural fertilizers; and in November there were issues related to the day of the dead and visits to the pantheons were made.



Mock-up for the day of the dead in La Gavilana



The Cultural Centers of Guaguachique, Samachique and Pamachi have music teachers. They give music workshops, focusing mainly on the guitar and devoting at least four hours a week to this activity. In October, ten new guitars were acquired for the Guaguachique

Cultural Center and to continue with the musical learning.

The teachers of the Cultural Centers actively participate in the life of the communities. For example: on March 28 they organized a ball race for adults in the community of Guaguachique and *Guitar Exercises in Guaguachique* in which rarámuri from the four communities where the centers are located and on May 13, the Cultural Center of Pamachi organized a Yúmari to give thanks For the life of a Jesuit brother. He also actively participated in the festivities of San Miguel de Guaguachique and the Virgen de Guadalupe (with the celebration and organization of the Yúmari in La Gavilana).

The constant stay of the teachers in the life of the communities involves them in daily activities such as community work (for the pinch of corn, for example), the exchange of products and merchandise, the visits of the people, the cures, the elaboration of requests, the elaboration and sale of handicrafts and some of ecclesial type (in San Miguel de Guaguachique, for example, the teacher has become an active collaborator of the prayer that the community carries out every Sunday; and in Samachique the Cultural Center directly supports in catechesis activities).

2. Regarding the organization of work and teacher training:

- There was a planning week at the beginning of the school year to define the direction of the Cultural Centers during the following years and it was followed up in two weeks of evaluation.
- During the assessment weeks, teachers received small lessons and learning blocks on spelling and grammar to develop a better writing skill.
- A rarámuri culture and writing workshop has been scheduled for next year.
- A week of order, cleaning and inventories was programmed for each Cultural Center. Inventories will help define what office and stationery materials to buy for the delivery of topics next semester.



Evaluation Week in Samachique, October 2019

3. Regarding the linking and cooperation of Cultural Centers with the Parish:

- The teachers of the Cultural Centers participated on March 29 and 30 with translation tasks, organization and giving their personal contributions in a general meeting of the indigenous authorities of the parish in which the topic BUEN VIVIR "Good Living."
- The teachers of the centers participated in the meeting of coordinators of the parish and in which the planning of the new parish team was presented.
- The teachers participated in translation tasks and giving their personal contributions in the PROFECTAR (Shared Faith Project in Tarahumara) meeting that took place in Samachique from November 22 to 24. The meeting was attended by indigenous authorities of the center vicariate and several topics were discussed on the preservation of cultural identity, reflecting on how one lived before and how one lives today.



Reunión de PROFECTAR

4. Regarding maintenance activities.

- Teachers constantly organize the children who attend the Cultural Centers to help clean and keep the classrooms where the lessons are taught in order.

- Teachers developed cleaning and cleaning roles of the parish houses where they live to keep them in good condition. It was identified, for example, that the pipes of the house of Guaguachique need to be changed and that the investor of the house of La Gavilana needs repair.
- Cultural centers worked and intervened positively in the lives of children and communities during 2019. However, some challenges and difficulties that have been identified are also listed:
- The balance between the time devoted to monitoring the work of teachers and the time that teachers spend in the communities is about to be assessed. For the beginning of the new school year (autumn 2019) it was decided to modify this relationship. While in the spring of 2019 there were weekly planning and evaluation meetings every three weeks; In autumn 2019, it was decided to privilege the time that teachers spend in the communities and the scheme was modified to only three weekly meetings during the semester (one for planning and two for evaluation).
- The systematization and implementation of an educational model that reinforces children's cultural identity and literacy remains a challenge. It is a task that requires constant reflection and must be defined according to the diverse realities that are lived in each community. Following up on the consolidation of this model is difficult due to limitations in time, personnel and distances.
- Relationships between teachers who collaborate in the same center can sometimes become problematic, and in these circumstances it is a challenge to foster a work environment that helps to overcome work with children and the community over individual preferences or attitudes.

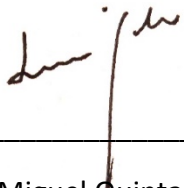
Aligned with the lines of work of the parish, the Cultural Centers want to offer a decent work space with a fair salary. The tasks of financing and fundraising are always demanding and it is a challenge to maintain stable funds and relationships with donors that make it possible for Cultural Centers to continue functioning.



Musicians from the Cultural Centers supporting Yúmari de Tecorichi; 7 December 2019, Samachique

And by way of conclusion

As we know, God constantly manifests himself. Saint Ignatius of Loyola in one of his letters wrote: "**God never ceases to visit, instruct and comfort.**" In his spirituality we find a constant invitation to examine how God is working within us, in the midst of the multiplicity of tasks that concern us. May this report for 2019 help us to discover that the mission for the Kingdom is not only to carry out activities, but to realize the dynamics of God working within each one of us, above what we do or say .



Fr. Miguel Quintanilla S.J.

General Director



¡Matétera bá!

¡Thank you very much!