



defining moments

annual report to
the community 2012



**Covenant
Health**

*Compassionate care led
by Catholic values*

Defining Moments

This moment contains all moments. C.S. Lewis

Our Mission

We are called to continue the healing ministry of Jesus by serving with compassion, upholding the sacredness of life in all stages, and caring for the whole person—body, mind and soul.

Our Vision

Covenant Health will positively influence the health of Albertans and be of greater service to those in need by working together with compassion, quality and innovation.

Our Values

As a Catholic organization, we are committed to serving people of all faiths, cultures and circumstances according to our values: compassion, respect, collaboration, social justice, integrity and stewardship.

Strategic Directions

Live our mission and values in all we do

Build and engage our team

Continuously improve quality and safety

Respond to those in need

Engage and work with community



Covenant Health's journey, which began with the establishment of a mission in St. Albert in 1863, has been shaped by the legacy of our founding congregations of Sisters, who served with compassion, courage and resourcefulness. And it has been defined by the moments that have touched and transformed the lives of millions of people, families and communities throughout Alberta's history.

This lasting legacy and the moments we are privileged to share with the people we serve are a sacred trust—an opportunity, a challenge and a calling for our organization and our team to live our mission and our values each and every day.

We are privileged to work as a key partner in the integrated health system serving Alberta. Looking back on 2011/12, there were many important moments, milestones and achievements that will positively influence the health of Albertans and expand service to those most vulnerable in our society.

This year, Covenant Health responded to the growing needs in our communities, finding innovative ways to care for more people while practicing good stewardship and making wise use of all of our resources. We also took some important steps to expand our contributions to Albertans with new developments in Red Deer and Calgary and new ventures in seniors' health and palliative and end-of-life care.

In this publication, we celebrate the defining moments that have made a difference in the lives of our team and those we served this year. We have captured some of those moments in word and image, and we invite you to pause and reflect on the gift of human connection and caring.

We are grateful for the dedication and commitment of our team of nearly 15,000 staff, physicians and volunteers who serve with compassion and are transformed by the people they serve.

We look forward to continuing our journey with Alberta Health Services and the Government of Alberta to serve all those who are vulnerable in our communities.

God bless,

W. John Brennan
Board Chair

Patrick Dumelie
President and CEO

from passing time to having purpose

Residents make
community connections
through school lunch
program

Eighty-two-year-old Audrey Giovinazzo butters and stacks slices of bread while chatting with her fellow residents, each doing their part to put together lunches for local school children. This is not how Audrey imagined life in an assisted living facility; it's more than she could have hoped for.

"I had visions of being here, just kind of passing time, and that really worried me. In fact, it made me a little bit unhappy," says Audrey, a resident at St. Therese Villa in Lethbridge. Once the president of the Lethbridge Humane Society, Audrey remained an active community volunteer until her physical abilities began to diminish and she moved into St. Therese in spring 2011.

Audrey enjoys her daily activities, including reading and visiting with family and friends. But through the school lunch program, she continues to feel the community connection that's such a vital part of her quality of life.

"I don't feel bored or unneeded or unwanted," says Audrey.

Supported by donations from staff, community partners and Aramark of Canada, the school lunch program is run out of Covenant Health's seniors' facilities in Lethbridge: Martha's House, St. Michael's Health Centre and St. Therese Villa. The program began as a pilot with one school in February 2012, and two more schools were quickly adopted. Now each facility has a partner elementary school they provide with 25 bagged lunches a day, four days a week.

While Audrey and the other residents continue the assembly line, packing turkey sandwiches, granola bars, apples and milk boxes into brown paper bags, they recall the days when they packed their own children's lunches, and find it hard to imagine local children going without one.

"It is sad to think there are children that experience this in our community. I just want to do my part to help alleviate this," says Audrey.

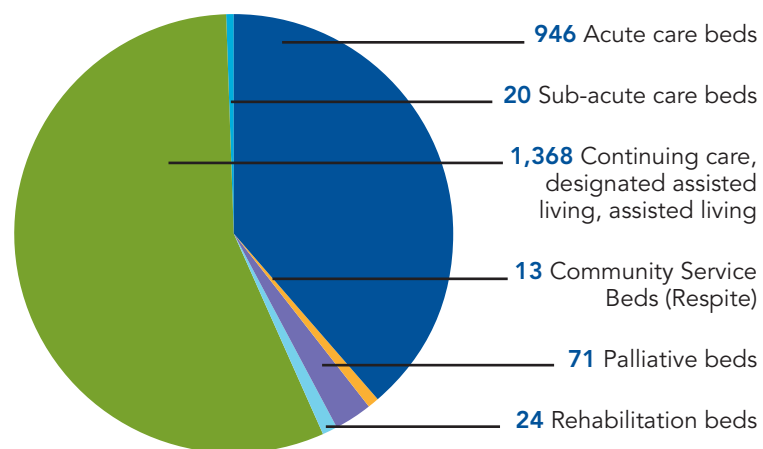
**2011/12
FACT**

**WE OPERATE SIX PER CENT
of the provincially funded
continuing care and
supportive living spaces
in Alberta.**

2011/12 facts and figures

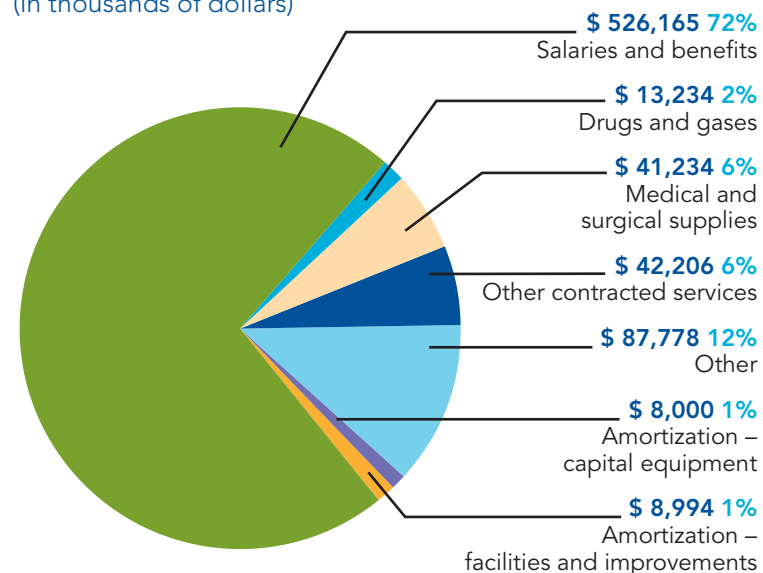
GOOD STEWARDSHIP Covenant Health met or exceeded targets for service activity set out in our Cooperation and Service Agreement with Alberta Health Services, which outlines annual service level requirements. At the same time, we achieved our financial accountability by maintaining a balanced budget position for the 2011/12 fiscal year.

Service Capacity



2011/12 Actual Expenditures

(in thousands of dollars)



TEAM

Employees 9,859
Physicians 788*
Volunteers 3,132

*These physicians designate a Covenant Health facility as their primary site for practice. There are an additional 962 physicians who also have privileges to care for patients and residents in our facilities.

SERVICE ACTIVITY

Emergency visits 184,863
Outpatient visits 359,942
Resident days 517,137
Surgeries 42,559
Deliveries 9,146
Diagnostic Imaging exams 257,574
Lab tests Over 2.9 million

Information about Covenant Health's 2011/12 service activity performance is available at CovenantHealth.ca

FINANCIAL OVERVIEW

2012/13 Annual Operating Budget \$755 million

Covenant Health revenue exceeded its expenditures by \$1.2 million in 2011/12. Excess revenues were invested in advancing seniors' health and wellness.

Covenant Health 2011/12 Audited Financial Statements are available at CovenantHealth.ca.



FROM STATUS QUO TO LEADING THE WAY Before the first incision is made, patient safety is in the hands of surgical processors, an essential hospital team trained to uphold the highest standards—and last year, Covenant Health set a new organization-wide standard for employment in the field. CovenantHealth.ca/OurStory



2011/12
FACT

42,559 surgeries

from conflict to clarity

Patient Relations
guides teams
in making
values-based
decisions

The nursing station on the medicine unit hums with activity. It's a blur of colourful scrubs and white coats and plainclothes as team members from different disciplines pass through, stopping to review patient charts, deliver a meal or confer on a case.

A unit clerk manages multiple requests at once, clipping papers in and out of binders, ordering an MRI, fielding a call about a patient with chest pain. Down the long hallway, porters weave around weary visitors concerned about their loved ones and seeking answers about the next steps in their care. An open door reveals an elderly patient alone in his room, hooked to an IV and staring out the window.

Patient Relations Manager Joy Hurst stands calmly among the commotion, offering an attentive ear and a thoughtful gaze as the unit manager discusses the challenge of responding to family members who cannot agree on a physician's recommendation for their father's care.

The Patient Relations team may be called to support teams across Covenant Health for a number of reasons—to investigate a complaint, to talk to a distraught family member, or to sit in on a team discussion about a patient with complex needs.

"In the midst of a busy unit, when staff have so many patients to take care of, we provide the space to take time and reflect," says Joy.

As an impartial resource for staff, patients, residents and their families, the four-member Patient Relations team works to find the intersection of patient values, organizational values and best patient care practices. An important outcome of their work is quality improvement across the organization.

Under provincial legislation, the team has a mandate to respond to public feedback at all 18 Covenant Health sites in rural and urban Alberta, a combination of hospitals, health centres and continuing care facilities.

2011/12
FACT

ONE IN FOUR PHYSICIANS
in Alberta has privileges
to provide care at a
Covenant Health facility.

They spend a lot of time listening. Feedback ranges from compliments to complaints, everyday frustrations to rare adverse events. Wait times; food quality; an appreciation for friendliness or a simple gesture; the indignity of waiting for care in a bed in the hallway; the distress of acquiring an infection while in hospital or long-term care.

“The story of our work starts with the patient experience and what the organization’s response to that is,” says Joy. “It’s a sacred trust to hear people’s journeys. Where things didn’t go well, our responsibility or not, those are the painful stories.”

Joy says the first priority is to provide safe, quality care. When her team responds to a concern,

they try to facilitate a path to resolution guided by Covenant Health’s values—compassion, respect, collaboration, social justice, integrity and stewardship.

“At times, there are conflicting obligations that make it difficult to see clearly,” says Joy. “Our role is to act as a catalyst for transparent, honest conversations with everyone involved, asking the difficult questions that help inform the decision: What honours the patient and their family? Does it respect the expertise of the care team? Is it ethical?”

Joy says her proudest moments are those difficult situations when a team pulls

together to resolve a problem, and she is able to contribute to that process. She is also inspired by the power of positive experiences, compliments and letters of appreciation from the public they are able to share with staff and physicians.

“There isn’t a day that goes by that I don’t think about our mission of caring for the whole person—body, mind and soul. I hope patients and residents who are served in Covenant Health facilities experience this wholeness.”

The Patient Relations team was the 2012 recipient of the Covenant Health Mission Award for Integrity. Each year, a Mission Award is given to an individual or team that exemplifies each one of Covenant Health’s six values: compassion, respect, collaboration, social justice, integrity and stewardship.



2011/12 year-in-review achievements

Covenant Health's commitment to quality, compassionate care has roots in the healing ministry of Jesus and is at the heart of our mission as an organization. It drives us to meet the growing and changing needs of Albertans, to serve those most vulnerable in society, to be of greater service to the provincial health system, to work together with our communities, and to lead with quality, innovation and compassion.

Thanks to the dedication and skill of our team, we are pleased to share our significant contributions to the healthcare system and to the health of Albertans this year.

Live our mission and values in all we do

- Covenant Health met or exceeded targets for service activity set out in our Cooperation and Service Agreement with Alberta Health Services, which outlines such annual service level requirements as occupancy rates, surgeries, lab tests, births and Emergency Department visits.
- We achieved our financial stewardship accountability by maintaining a balanced budget position for the 2011/12 fiscal year. Covenant Health revenue exceeded its expenditures by \$1.2 million in 2011/12. Excess revenues were invested in advancing seniors' health and wellness.
- Covenant Health developed theological frameworks for our Addiction and Mental

Health and Palliative End-of-Life Care Strategies as the foundation for our work serving these vulnerable populations.

- Covenant Health contributed to the revised edition of the new Health Ethics Guide (Fall 2012 release), which guides the work of Catholic healthcare organizations across Canada.

Build and engage our team

- A new Senior Vice President and Chief Operating Officer position was established to improve collaboration, strengthen integration and improve service planning, quality and stewardship.
- Providing leadership for growth and innovation, the new Vice President of

Innovation and Business Development position was created to lead capital projects and several strategic initiatives.

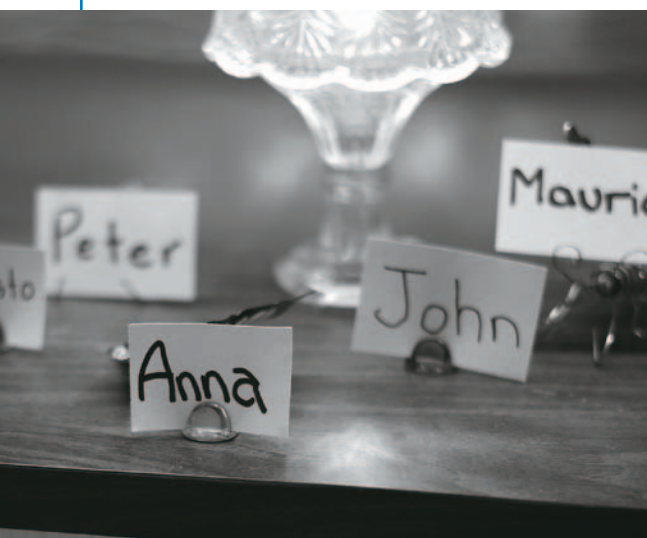
- Our new dyad leadership model was adopted to bring together administrative leads for sites and clinical programs with physician leaders to increase physician engagement in planning and decision-making.
- We worked to improve our workplace, implementing both a unified Covenant Health Occupational Health and Safety program and an Incident/Injury Investigation Process.
- Our teams took action to improve engagement and their work environments through 481 action plans focused on five areas: meaningful feedback, employee recognition, team engagement, open communication and physician involvement.

Continuously improve quality and safety

- We began implementing falls prevention and medication management strategies to enhance quality of care and patient safety.
- The launch of "Your Role in Your Care" patient engagement initiative supported and encouraged patients, residents and the public to be active partners in their care.
- Covenant Health maintained its accreditation status for year two of its three-year sequential accreditation cycle, meeting or exceeding 96 per cent of standards set by Accreditation Canada.
- Covenant Health's Mission Discernment Tool was recognized as a Leading Practice by Accreditation Canada for its exemplary contribution to Canadian health care.

2011/12
FACT

ONE IN SIX Alberta babies is born at a Covenant Health facility.



2011/12 FACT

Covenant Health
volunteers contributed
215,000 hours
last year.

- We worked collaboratively with Alberta Health Services on several major initiatives to meet the Health Quality Council of Alberta provincial performance targets for patient access and flow, achieving significant improvements in 4-hour targets at our Edmonton Emergency Departments (ED) and addressing key factors necessary for improvements in 8-hour ED targets and wait times for hip and knee surgeries.
- Using Lean methodology, several quality improvement projects focused on decreasing length of stay, improving interdisciplinary team processes and communication, and using space and inventory effectively.
 - The establishment of our Information Access and Privacy Office co-ordinates and advances our efforts to safeguard patient information and meet legislative requirements.

2011/12 FACT

Our teams handle almost 1 out of every 10 visits to emergency departments in the province.

with a focus on shifting towards a sustainable model of care for seniors.

- Construction began on Villa Marie, our new 100-bed facility in Red Deer, and Holy Cross Manor and St. Marguerite Manor, which will add 229 continuing care beds in northwest Calgary. These facilities will be opened in 2014.
- Alberta Health selected Villa Marie and Holy Cross Manor as demonstration sites for a new continuing care concept model adaptable to the changing needs of seniors so that residents and couples can continue to stay in one place as they age.
- We opened Carmel Hospice, a new 10-bed unit at St. Joseph's Home in Medicine Hat, as well as 10 Community Support Beds to support patients transitioning from hospital to home and to meet community needs for respite care.
- The establishment of a Covenant Health Palliative End-of-Life Care Institute (PEOLC) was approved for 2012, and we advanced our leadership through our Goals of Care strategy and the implementation of the End-of-Life Pathway across Alberta.

Respond to those in need

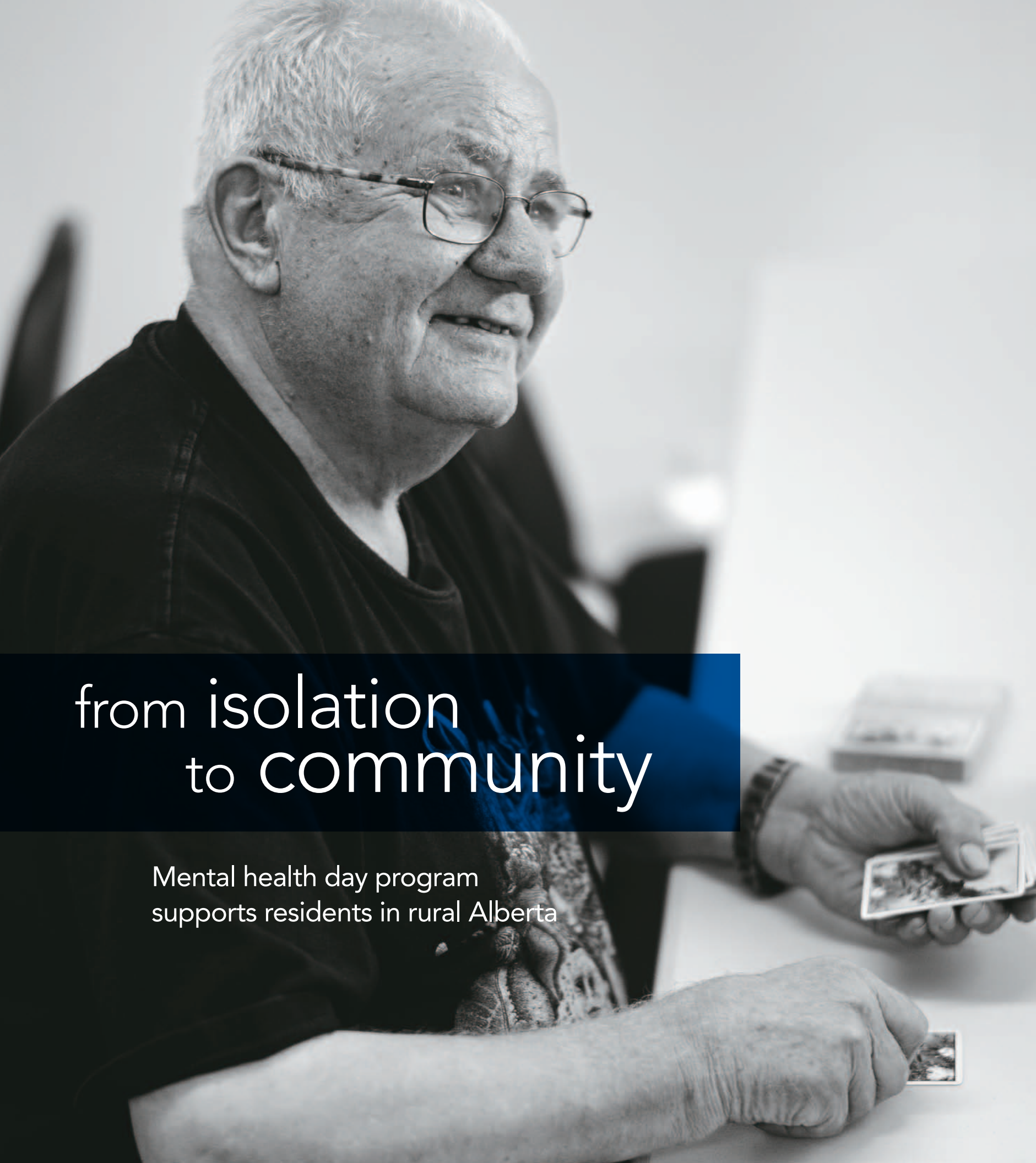
- We executed the Year 1 Action Plans of the Rural Health Strategy, collaborating with Alberta Health Services to engage local stakeholders and advance rural service planning for Banff, Bonnyville, Camrose, Castor, Killam, Mundare and Vegreville.
- In collaboration with Alberta Health Services, we began work to establish a Network of Innovation and Excellence in Seniors' Health,

Engage and work with community

- We launched a three-year Provincial Volunteer Initiative, establishing a province-wide Volunteer Council to strengthen, standardize and support our volunteer management and engagement.

FROM DESPAIR TO RENEWAL After spending four months in intensive care and four months in rehabilitation, volunteer Harry Lutzer now shares his story of recovery—physical, emotional and spiritual—with patients who face the same obstacles he overcame. CovenantHealth.ca/OurStory





from isolation to community

Mental health day program
supports residents in rural Alberta

After three years as an inpatient at Alberta Hospital Edmonton, Arthur Nitschke found the support he needed to get better and reintegrate into his rural community through a day program for adults with persistent mental illness.

Originally from Poland, Arthur immigrated to Canada from Germany, eventually settling on a farm near Mundare and starting his own bricklaying business in the 1970s. For many years, Arthur struggled with his business until he found himself financially and mentally broken with the burden of a business loan he couldn't pay off.

"That's when the sickness started. I felt depressed. I knew my mind was down, going haywire," says Arthur, who was diagnosed with stress-induced schizophrenia and admitted to hospital, where he felt isolated and disconnected.

A few years after his release, Arthur was living alone on his farm when he joined the Life Opportunities program. Run twice a week in both Mundare and Vegreville, Covenant Health's Life Opportunities emphasizes the dignity of the individual, with programming designed to increase each client's level of independence, productivity, self-esteem and integration into the community.

"It kept me well, helped me stay well," says Arthur, one of the first clients of the program, which started in 1986. When he first joined the program, he was withdrawn and his needs were as basic as a weekly bath.

Now 74 and living in a local lodge, Arthur stopped requiring psychotropic medication about eight years ago. He still participates in the program and also enjoys regularly attending church and bible study, going swimming at the local pool, and playing crib and floor curling at the seniors' drop-in centre.

As such a long-standing participant of the Life Opportunities program, Arthur gives other clients hope that they, too, can carry on. They can get better.

"Today, I don't worry," he says. "No worries, nothing."

2011/12
FACT

WE OPERATE
250 BEDS across the
province dedicated to caring
for those with mental illness.

2011/12
FACT

Covenant Health operates more than one-quarter of the palliative and hospice beds outside hospitals funded by Alberta Health Services.



FROM FEAR TO PEACE Given a prognosis of 'weeks to live', palliative patient Maria Murphy says personal strength and music therapy helped her find peace at end of life. CovenantHealth.ca/OurStory

In Memory of Maria Murphy (1941-2012)

Our Team

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Misericordia Community
Hospital

Gordon Self
VP Mission, Ethics,
and Spirituality

Truman Severson
VP Innovation &
Business Development

Michael Shea
VP Governance Support

Foundations

Ten foundations are very active in their communities supporting Covenant Health's work. Together, our foundations raised \$5.9 million in 2011/12.

Bonnyville and District Health
Foundation, Bonnyville

St. Mary's Hospital
Foundation, Camrose

Our Lady of the Rosary
Hospital Foundation, Castor

Caritas Foundation, Edmonton
and St. Albert

St. Joseph's Auxiliary Hospital
Foundation, Edmonton

Killam and District Hospital
Foundation, Killam

St. Michael's Health Centre
Foundation, Lethbridge

Mary Immaculate Hospital
Foundation, Mundare

St. Mary's Health Centre
Foundation, Trochu

St. Joseph's General Hospital
Foundation, Vegreville

To find out more about how you can support our work, contact your local facility or visit CovenantHealth.ca/donations.html



MISSION IN BLACK AND WHITE

"It's been a new and special privilege to move through our organization with the intent of celebrating—this time with a camera, in black and white—some real examples of our mission in action. Henri-Cartier-Bresson said, "...photography is simultaneous recognition, in a fraction of a second, of the significance of an event." In each interaction, my sense of wonder at what we hold in our hands was renewed. Inspired, I held my breath as I pressed the shutter during those moments, and I hope I have captured their truth."

Jon Popowich
VP Quality, Covenant Health
Photographer,
2012 Annual Report

Facilities

Banff

Banff Mineral Springs Hospital

Bonnyville

Bonnyville Health Centre

Camrose

St. Mary's Hospital

Castor

Our Lady of the Rosary Hospital

Edmonton

Edmonton General Continuing Care Centre

Grey Nuns Community Hospital

Misericordia Community Hospital

St. Joseph's Auxiliary Hospital

Villa Caritas

Killam

Killam Health Centre

Lethbridge

Martha's House

St. Michael's Health Centre

St. Therese Villa

Medicine Hat

St. Joseph's Home

Mundare

Mary Immaculate Hospital

St. Albert

Youville Home

Trochu

St. Mary's Health Care Centre

Vegreville

St. Joseph's General Hospital



**Covenant
Health**

*Compassionate care led
by Catholic values*

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