

Annual report to the community



**Covenant
Health**

*Compassionate care led
by Catholic values*

Kaylee was the first baby born at the Grey Nuns Community Hospital. Gail Cameron, now a Senior Director at Covenant Health, remembers giving Kaylee her first bath. They were reunited at the facility's 25th anniversary celebration this year.



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.

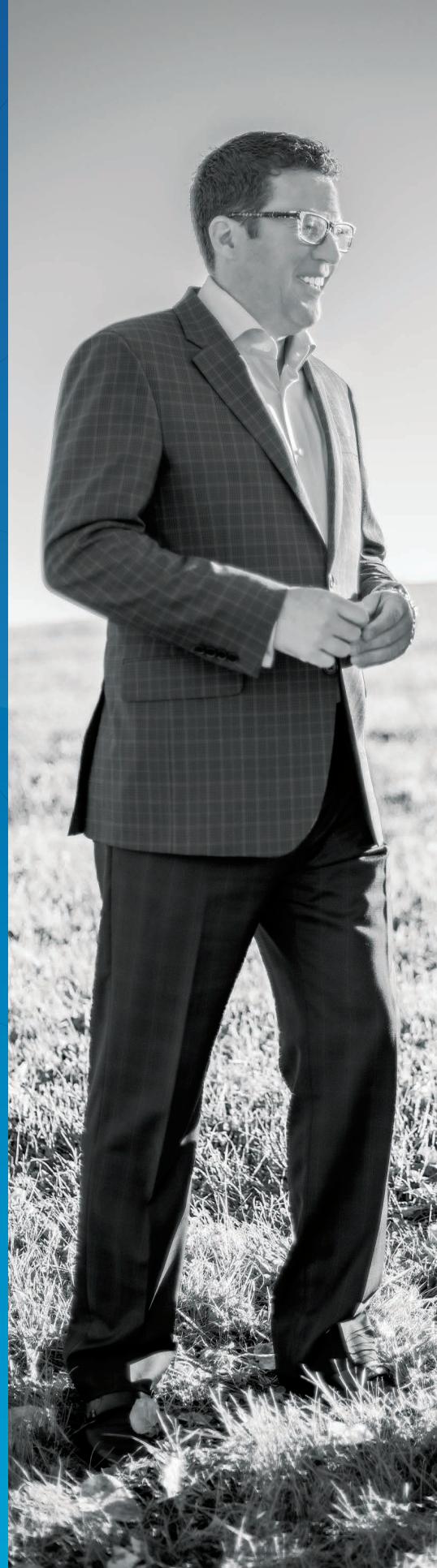
Strategic Directions

Live our mission and values in all we do

Build and engage our team

Excel at providing quality care and service

Respond to those in need





150 Years Visions of Hope

“Go, do not be afraid, and serve.”

– Pope Francis, July 28, 2013

Before Canada became a nation and before Alberta was born, the seeds of quality, compassionate health care were planted in the wide prairie spaces by courageous women of faith. Carrying a vision of hope, our founding congregations of Sisters responded to the health care needs and everyday struggles of pioneer Albertans—through drought and the Depression, World Wars, epidemics, economic booms and natural disasters—with resourcefulness, skill and love.

As Covenant Health celebrates 150 years of Catholic health care in Alberta this year, we are inspired to create our own legacy of hope and service. Working as a key partner in Alberta’s integrated health system, we respond to growing needs by finding innovative ways to serve more people and improve their access to health care while making wise use of our resources.

We are grateful for our tremendous community of care—over 13,500 staff, physicians and volunteers, Community Boards and Foundations—who live Pope Francis’ call to serve with compassion, faith and conviction.

Thanks to their good work, we served even more people in our 18 facilities across the province this year. We developed specialized programs for seniors, launched the Palliative Institute, and implemented action plans in rural communities to meet their health care needs. And in 2014, our Covenant family will open supportive living facilities in Red Deer and Calgary, piloting a model of care that promotes independence and meets seniors’ changing needs.

We look forward to a year long conversation with our teams and communities—looking back to celebrate 150 years of Catholic health care in Alberta and looking ahead with a vision of hope as we work with Alberta Health Services, Government and our communities.

W. John Brennan
Board Chair

Patrick Dumelie
President and CEO

Positively influencing the health of Albertans

Covenant Health's commitment to quality compassionate care has its roots in the healing ministry of Jesus and is at the heart of our mission. It compels us to meet the growing and changing needs of Albertans, to serve those most vulnerable in society, to work with our communities and to lead with quality, innovation and compassion. We are privileged to be a key partner in the single, seamless provincial health system, working with Alberta Health Services (AHS) to provide quality care to Albertans.

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

One in five babies born in Alberta and 50% of the babies born in Edmonton and area are welcomed into the world in our hospitals

We offer emergency services in seven communities with over 193,000 visits annually

We perform over 42,000 surgeries annually in five hospitals

Villa Caritas is Alberta's largest provider of acute geriatric mental health services

We provide continuing care in eleven communities, growing to thirteen, in 2014

We will grow our service to seniors by 43% by 2015, with almost 600 new supportive living spaces in planning or under construction—329 of which will open in 2014



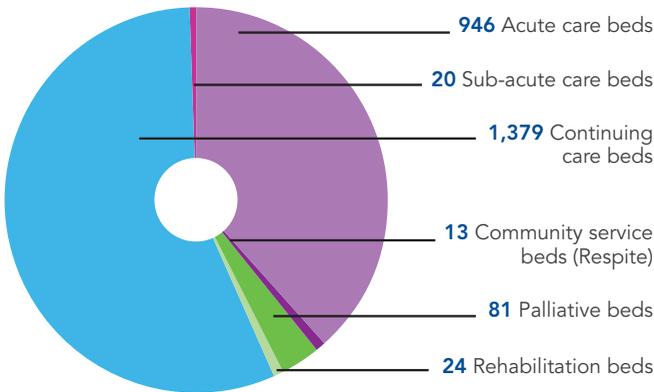
2012 / 13 facts and figures

Good Stewardship

In 2012/13, 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.

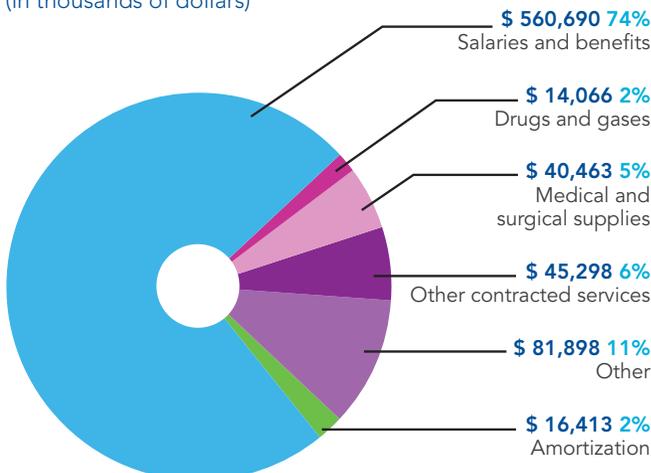
At the same time, we achieved our financial accountability and ended the 2012/13 fiscal year in a surplus position.

Service Capacity



2012/13 Actual Expenditures³

(in thousands of dollars)



TEAM

Employees 9,785

Physicians 831¹

Volunteers 2,785

SERVICE ACTIVITY²

Emergency visits 193,091

Outpatient visits 386,888

Acute patient days 316,431

Resident days 507,768

Surgeries 42,359

Deliveries 9,527

Diagnostic Imaging exams 259,312

Lab tests 3.1 million

FINANCIAL OVERVIEW

2013/14 annual operating budget \$792 million

¹These physicians designate a Covenant Health facility as their primary site for practice. There are an additional 1,049 physicians who also have privileges to care for patients and residents in our facilities.

²Information about Covenant Health's 2012/2013 service activity performance is available at CovenantHealth.ca.

³Covenant Health 2012/13 Audited Financial Statements are available at CovenantHealth.ca.

Live our mission and values in all we do

Caring for those at the beginning of life has been a cornerstone of Catholic health care since its inception. Decades ago our founding congregations welcomed unwed mothers, caring and providing safety for them and their little ones. Today, we continue to excel in providing child and women's health programs that meet the needs of our communities. We welcome 20% of the babies born in Alberta each year, provide neonatal intensive care and offer early pregnancy loss support. This year, we extended our services when we became the second health care organization in Canada to open Angel Cradle newborn safe havens.

The Angel Cradles, located at the Grey Nuns and Misericordia Community Hospitals in Edmonton, provide a means for parents to safely and anonymously leave their newborn in the rare occurrence that they feel they cannot care for their child. Stories of unsafe abandonment of babies left

in trash bins and alleyways—the effects of which were often seen by our care teams—created the impetus for Angel Cradle.

Three years of extensive consultation with government, police, social service agencies and the community galvanized for us that the Angel Cradle would augment the existing safety net and improve access to care for an already vulnerable population who may be acting out of fear, desperation and hopelessness.

Just like the Sisters before us, who were audacious enough to welcome unwed mothers at a time when there was enormous stigma associated with single parenthood, we too took a bold step. We acknowledge that hidden pregnancies continue and unsafe abandonment still occurs and that, regardless of circumstance, everyone—parent or child—has inherent value and deserves love and acceptance.

Our Women's and Child Health programs create safe, supportive environments for parents and babies. To read more about our programs visit CovenantHealth.ca/AR2013



Our Covenant family will grow from 18 to 22 facilities over three years, creating employment for over 400 people

About **8%** of the days Albertans spend in hospital are at a Covenant Health facility, with our Edmonton hospitals accounting for **30%** of patient days in that zone

Highlights

- Cared for more Albertans through our hospitals than outlined in our annual service agreement with AHS, meeting or exceeding targets for service levels in surgeries, laboratory services, births, emergency visits and occupancy
- Maintained a balanced budget position for the 2012/13 fiscal year; revenues exceeded expenditures by \$12 million with excess revenues invested in seniors health and wellness
- Developed a pilot program in Lethbridge to provide care and support to people who are homeless and have complex medical needs
- Sponsored research grants in collaboration with St. Joseph's College at the University of Alberta to advance research on the connection between spirituality and healing with a vision to improve health care practices and patient and resident outcomes
- Translated hundreds of patient education materials into Punjabi, Arabic, Hindi, Chinese, Spanish, Vietnamese and French to ensure that patients, residents and their families, whose first language is not English, understand medical procedures and know how to care for themselves after leaving hospital
- Hosted the Catholic Health Alliance of Canada conference in Calgary, bringing together Catholic health care leaders from across the country to focus on service to vulnerable people and those on the margins of society
- Coordinated a biennial ethics conference that this year, explored concepts of humility and vulnerability and the need to have complex, risky conversations as a means to mitigate ethical conflict

Build and engage our team

The resilience and engagement of our Covenant Health team is mission critical in our efforts to provide compassionate care and respond to the unexpected with hope and courage. A routine plumbing repair the night of May 2, 2013 at the Misericordia Community Hospital in Edmonton turned into a lesson in collaboration and has become a testimony to our commitment to each other and the people we serve.

When a valve burst, sending 72,000 litres of water cascading down several floors, staff on site and many who were called in from home worked through the night, moving patients to safety and beginning a long process of recovery, repair and restoration. Over 130 staff served in the incident command post as we worked with AHS to move patients to temporary mental health and medicine

units at the Royal Alexandra Hospital. While our 161-member team continues to care for patients across the city, their colleagues began an "Adopt a Team" program, offering words and gestures of support, while the team awaits return to their redeveloped units at the Misericordia in 2014.

Similarly, when floods raged through southern Alberta this summer, teams in Banff, Medicine Hat and Trochu worked with their colleagues and communities to overcome challenges, evacuate and make room for those displaced. Demonstrating grace under pressure every day, our team brings strength to Alberta's health care system—weaving practical love and compassion into all they do.

Read firsthand experiences of living the devastation of the flood and beginning the restoration process—from the perspective of staff and a patient—at CovenantHealth.ca/AR2013



Highlights

- Hired 12 physicians in our rural facilities and worked with another 50 physicians to provide temporary services to meet rural community needs
- Improved overall engagement scores in our 2012 Employee Engagement Survey, particularly in staff being recognized for their good work, encouraged in their development and feeling that someone at work cares about them as a person
- Launched an action plan to strengthen the involvement of physicians, building on the input of 400 urban and rural physicians in our 2012 Physician Engagement Survey and their positive expressions of how organizational values shape decision-making
- Piloted musculoskeletal injury prevention programs to reduce the number and severity of employee injuries caused by lifting patients and residents and materiel handling
- Established a standard clinical care and service leadership model across the organization to move more leadership to the front line of care
- Supported the development of tomorrow's workforce, providing more than 6,000 student placements in 2012/13 in numerous professions and engaging between 100-130 medical students, residents and fellows at any given time in our Edmonton hospitals
- Worked to strengthen the role of Covenant Health Community Boards and Foundations, engaging many of our 100 community and foundation board members across Alberta in a board review and action plan

25% of our employees have been with us for over 10 years—last year, one employee celebrated 50 years with the organization

1,468 new employees began working with us in 2012

2,785 volunteers gave 190,847 hours of service in our 18 facilities across Alberta in 2012

Our 11 Community Boards represent the communities we serve, advocating on their behalf and providing strategic advice to the governance board

Excel at providing quality care and service

In carrying out our healing ministry, we are called to excellence—to continually examine our efforts, to learn and to improve for the benefit of those we serve. Our mission calls us to be accountable for our performance to provincial and national standards and clearly demonstrate our contributions to the health of Albertans.

In January 2013 Covenant Health was accredited with Exemplary Standing—the highest possible rating from Accreditation Canada—in the final year of a three-year accreditation cycle. Programs most recently surveyed included mental health services and medicine services for adult and child health, including neonatal intensive care (NICU).

Covenant Health is a significant provider of mental health services, with 250 beds across the province dedicated to caring for those with mental illness. Our medicine and NICU programs serve 343 patients each day. These services are essential to

our rural and urban communities, providing care for people who struggle with complex health issues that impact their every day quality of life.

During the review, Accreditation Canada surveyors spent time observing, reviewing documentation and talking to teams and patients in six Covenant Health facilities in Edmonton, Killam, Camrose and Vegreville. There, they discovered the qualities at the heart of our mission to put patients first and ensure safe, quality care: openness and candour, professionalism, a sense of family, and a spirit of discovery and sharing.

Accreditation is just one part of an ongoing process of learning and improvement that will help our patients and residents receive the best care and help us meet the challenges of the future—a process that happens daily as our teams solve problems, embrace innovation and commit themselves to growth and improvement.

This year we became one of six hospitals in Canada offering transanal endoscopic microsurgery, a non-invasive procedure that dramatically reduces patient recovery time. To read the story go to CovenantHealth.ca/AR2013



Albertans depend on Covenant Health to meet their urgent health care needs, with our hospitals handling about **24%** of the Emergency visits in Edmonton and area and **10%** in the province

St. Joseph's Auxiliary Hospital celebrated two years with zero flu outbreaks thanks to staff and resident influenza immunization rates between **73% - 78%**

Highlights

- Served more patients within the four and eight-hour wait time targets at the Grey Nuns Emergency department, despite an 11% increase in visits in 2012/13
- Worked with AHS to advance a three-year plan to meet the changing health care needs of communities in the Bow Valley corridor—beginning with the consolidation of plastic and vascular surgery at Banff Mineral Springs Hospital and obstetrics at Canmore Hospital
- Partnered with the Camrose Primary Care Network to launch a successful pilot program at St. Mary's Hospital to screen for individuals with irregular heart rhythm to prevent strokes and improve outcomes for central Albertans at risk of stroke
- Developed a comprehensive Path to Home approach to improve team work and patient experience from admission to discharge in line with provincial standards for patient access to hospital care
- Piloted a surgical coding system at the Grey Nuns Community Hospital, in collaboration with AHS, to ensure patients receive quality surgical care based on urgency and to improve transparency of wait lists
- Responded to greater demand for health services in Bonnyville due to increased employment in the oil fields, including a 10% increase in Emergency department visits
- Implemented a safe surgery checklist to improve safety and quality care and reduce the number of preventable complications associated with surgery
- Strengthened hand hygiene efforts with a comprehensive program of on-the-spot audits and education
- Streamlined clinic scheduling in the Edmonton Zone and improved patient access and timely discharge from hospital, in collaboration with AHS
- Implemented Point of Care charting in our continuing care programs to improve teamwork in meeting the individual needs of residents

Respond to those in need

Our health care mission in Alberta began when an aged man sought care from the Sisters of Charity (Grey Nuns) of Montreal at the province's first hospital in the settlement of St. Albert in 1863. As Alberta's population ages, Covenant Health is committed to continue championing a future where seniors can flourish—honouring their unique gifts, experience, living history and informed choices.

Our 150-year story of responding to those in need continues in our efforts to plan innovative models to help seniors remain healthy and receive timely care in our hospitals. Our new Network for Excellence in Seniors Health and Wellness will draw together the best minds, ideas and practices locally and from around the world to foster fresh, bold approaches.

Three new supportive living facilities will advance our legacy in 2014. The opening of Villa Marie in Red Deer, and Holy Cross Manor and St. Marguerite Manor in the Evanston neighbourhood in north Calgary, will add 329 new spaces to meet the growing needs of Alberta's aging population. A new Covenant ministry, Covenant Care, will operate these centres, piloting innovative approaches in a home-like environment to help seniors maintain independence and strong community connections. Care teams will support a continuum of care requiring fewer moves and disruptions that can further impact health as residents needs change over time.

The Covenant family, under a new ministry called Covenant Care, is pleased to be expanding to serve more communities in Alberta. Read more about our Calgary and Red Deer facilities at CovenantHealth.ca/AR2013



Highlights

- Awarded an \$18.75 million Affordable Supportive Living Initiative grant from the provincial government to build a 250-bed facility serving seniors in Calgary
- Worked with AHS to plan pilot programs for Holy Cross Manor and St. Marguerite Manor in Calgary and Villa Marie in Red Deer; construction of the three facilities is on schedule and on budget, adding 329 new care spaces in 2014
- Created a specialized 35-bed unit at the Edmonton General Continuing Care Centre, using an innovative model of care, to meet the needs of residents with complex medical and behavioural needs
- Launched the Palliative Institute to bring experts together to advance palliative care research, education and public outreach
- Enhanced care for terminally ill patients and their families at St. Joseph's Auxiliary Hospital in Edmonton with a \$2.6 million renovation to the hospice funded by donors and AHS
- Implemented Advance Care Planning initiatives to help patients make decisions about their end-of-life care
- Collaborated with AHS to continue to develop and implement action plans to meet the health care needs of people living in rural Alberta based on geographic priorities and stakeholder engagement
- Worked with communities in central Alberta to develop Family Care Clinic proposals in support of the Government of Alberta's vision for primary care
- Established a new osteoarthritis clinic at Banff Mineral Springs Hospital in collaboration with primary care networks
- Advanced the need for the redevelopment of the Misericordia Community Hospital and St. Joseph's General Hospital in Vegreville as key priorities through provincial capital planning processes with AHS
- Developed a comprehensive model to provide a full spectrum of care in Killam, enabling seniors to age in place

Our Network of Excellence in Seniors Health and Wellness brings together the strengths and expertise of those serving our aging population to champion a future where seniors can flourish.



Killam's winning prescription for attracting physicians

It's a mild January evening in Killam and the seniors' centre is buzzing—community leaders and local seniors have come out to meet the new doctor in town.

Geri Clark, Executive Director, Killam Health Centre, addresses the room, "Tonight is very informal. Let's start with everyone introducing themselves to Dr. Sam Ogbeide and his wife, Janet." The atmosphere is warm and filled with laughter. Everyone gathered knows they are now in the enviable position of having three family

physicians in town, unlike other communities of similar size.

"Doctors are so important to small town rural Alberta. They can make all the difference in drawing people to the community," says Diane Gordon, Chair, Flagstaff Community Medical Recruitment and Retention Committee. "Our goal is to have the Ogbeides make Killam their hometown to live and grow old in."

Physician recruitment is a key action plan in Covenant Health's Rural Health Strategy, based on consultation with stakeholders to identify health care needs in their communities. This year, 12 physicians were hired in our rural facilities and another 50 physicians provided temporary services to meet needs in our rural communities. The Town of Killam, Flagstaff County and Covenant Health collaborate to recruit and support new physicians, including contributing towards clinic set up costs, incentives and housing subsidies.

Sam was actually a pretty easy find—often unusual in rural communities. After filling in as a locum physician at the health centre, he asked to be considered if anything ever opened up. He liked what he saw in Killam. "When I did a locum here, I fell in love with Killam and the health centre," says Sam. "It is a very progressive place...and new ideas are welcome. You want to be a part of that."

Innovative approach creates comfort, peace of mind

Fifty-eight-year-old Garth Richards goes whizzing by in his new motorized wheelchair—he's enjoying the independence his chair and his new home at the Edmonton General Continuing Care Centre are giving him.

Garth is one of the first residents who benefitted from an innovative approach in long term care on 4Y, a 35-bed Enhanced Care Support Unit that opened in fall 2012. Proposed and created by Covenant Health, the unit was developed in response to a growing population whose needs are too complex—medically, physically, psychologically—for traditional long term care.

Before moving to 4Y, Garth lived in an acute care hospital for two years following complications from back surgery. "When I got transferred here, it was a breath of fresh air. It is more like a home environment," he says. A hospital is not a home, nor a cost-effective option for long term stays. It's meant to be a temporary stop; no one expects to endure a two-year stay like Garth did. "It was hard emotionally... I did not let it beat me," he says.

When Garth came to 4Y he required intensive nursing care for his feeding tube and 11 serious wounds. He quickly saw a difference in his quality of life. "The wound nurse here is marvelous; right away they started clearing up," says Garth. He also no longer needs his feeding tube.

"Leading the development of 4Y brings together what is at the heart of our seniors care programs," says Averil Suriyakumaran, Senior Director, Operations, Edmonton General Continuing Care Centre. "By caring for people in the right environment, we are able to provide excellent care, use health care dollars wisely and help residents live life fully."



Board of Directors

W. John Brennan, Chair
James Heelan, Vice Chair
Harry Buddle
Michael Dimnik
Dennis E. Grant
Sr. Nuala Kenny
Richard Leavens

Raymond Mack
Shirley McClellan
Mary Pat Skene
Ed Stelmach
Archbishop Richard Smith,
Ex-Officio

Foundations

Eleven foundations are active in their communities supporting Covenant Health's work. Together, our foundations raised \$3,627,000 in 2012/13.

Banff Mineral Springs Hospital
Foundation, Banff

Killam and District Health Care
Foundation, Killam

Bonnyville and District Health
Foundation, Bonnyville

St. Michael's Health Centre
Foundation, Lethbridge

St. Mary's Hospital
Foundation, Camrose

Mary Immaculate Hospital
Foundation, Mundare

Our Lady of the Rosary
Hospital Foundation, Castor

St. Mary's Health Care Centre
Foundation, Trochu

Caritas Foundation,
Edmonton and St. Albert

St. Joseph's General Hospital
Foundation, Vegreville

St. Joseph's Auxiliary Hospital
Foundation, Edmonton

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



Covenant Health Provincial Office
3033-66 Street
Edmonton, Alberta T6K 4B2
780.735.9000

CovenantHealth.ca

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



Opening 2014

Calgary

Holy Cross Manor

St. Marguerite Manor

Red Deer

Villa Marie