



Covenant
Health



Covenant
Care



Covenant
Living

LEADING

together

Partners in care

2021-22 Covenant Report
to the Community

MESSAGE FROM THE CEO AND BOARD CHAIR

As a key partner in Alberta's integrated healthcare system, we believe that providing quality, compassionate care is shaped by relationships. We work within a culture of engagement, partnering with those in our care, our teams and our communities to respond to their concerns and meet their needs.

Our role in the system is a privilege that depends on the trust our partners place in us. We are committed to ensuring that every aspect of the care experience – bedside care, communication, comfort and health outcomes – improves the quality of life of our patients and residents. Each of our decisions and interactions – whether occurring in the boardroom or at the bedside – must also support our mission of caring for the whole person – body, mind and soul. This approach creates opportunities to continuously evaluate and improve our services and transform the health system.

As we reflect on the past year, we are grateful for the partnerships that have helped us navigate the significant changes the COVID-19 pandemic has brought to the healthcare system. From conferring with residents about their safety needs to collaborating with government to adjust practices and procedures, our partnerships have brought valuable insights, leading to better care. In transitioning from our emergency response to the pandemic to the next stage, we will continue to engage with those we serve, those who serve and our communities to make improvements in the care and service we provide and address gaps in the system, especially for vulnerable people.

We hope you find inspiration in the stories included in this annual report focused on the theme of partnering in care. Along with stories, the site includes highlights of our work from the last year and detailed financial and organizational information about the Covenant family.

We invite you to look through the report and learn more about the important and unique contribution the Covenant family makes to the health and well-being of Albertans.



Patrick Dumelie,
Covenant CEO



Ed Stelmach,
Board Chair



Driven by our mission, Covenant is called to provide the highest quality of care and service. We believe that we realize this goal when we intentionally partner with those we serve, our staff and our communities to ensure their voices are heard and to respond to their needs and concerns. Partnering in care leads to better health outcomes, safer care and improved healthcare satisfaction and experience. It also empowers us to take bold steps toward bridging gaps and addressing unmet needs in our healthcare system.

The stories in the 2021-22 Covenant Report to the Community highlight the many ways we partner with those we serve, those who serve and our communities to understand what matters most to them, support their needs and deliver safe and reliable care. We invite you to explore this site to learn more about Covenant's role in Alberta's integrated healthcare system.

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About **THE COVENANT FAMILY**

The Covenant family contributes to the health and well-being of Albertans as three non-profit Catholic organizations rooted in an over 155-year legacy of compassionate care and service in the province. At the heart of Catholic health care is a profound respect for the intrinsic value and dignity of every human being and an unwavering commitment to serving all people — from all backgrounds, faiths and circumstances — especially society's most vulnerable.

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.

Vision

Inspired by our mission of service, we will be leaders and partners in transforming health care and creating vibrant communities of health and healing.

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.



1 in 4

physicians in Alberta works at a Covenant Health facility.



\$12.21M

funds are raised by the Covenant family of foundations.



1 in 10

emergency visits in Alberta is to a Covenant Health facility.



1 in 5

Alberta babies is born at a Covenant Health hospital.



119

beds across the province are dedicated to palliative and end-of-life care.

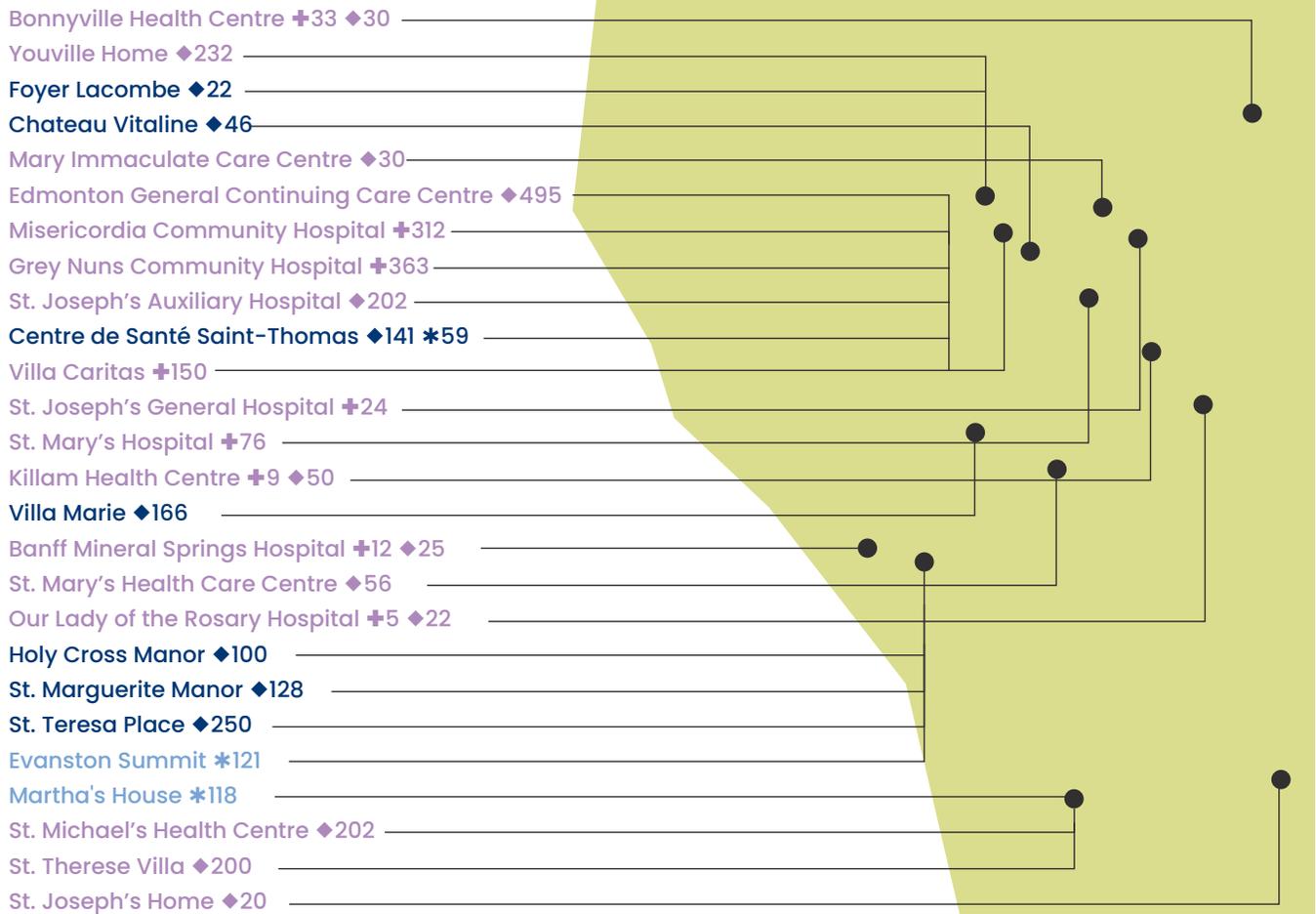


254

beds across the province are dedicated to caring for those with mental illness.

Service capacity

The Covenant family provides acute care, continuing care and independent living services at **26 sites** in **15 communities** across the province.



984 + Covenant Health acute care beds

59 * Covenant Care independent living

239 * Covenant Living independent living

1,200 ♦ Covenant Health continuing care beds

853 ♦ Covenant Care continuing care beds

Facts and figures

Covenant Health

One of Canada’s largest Catholic providers of a broad range of healthcare services in hospitals and healthcare centres in urban and rural communities across the province.

[Meet the Covenant Health senior leadership team](#)

2021-22 statistics

11,213
active
employees

1,567
additional
physicians²

366,773
outpatient visits

¹Primary physicians designate a Covenant Health facility as their primary site for practice.

940
volunteers

513,505
resident days
(continuing care)

23,706
surgery cases

²These physicians designate an AHS facility as their primary site for practice but also have privileges in Covenant facilities to care for patients and residents.

62,822
volunteer hours

316,137
acute patient days

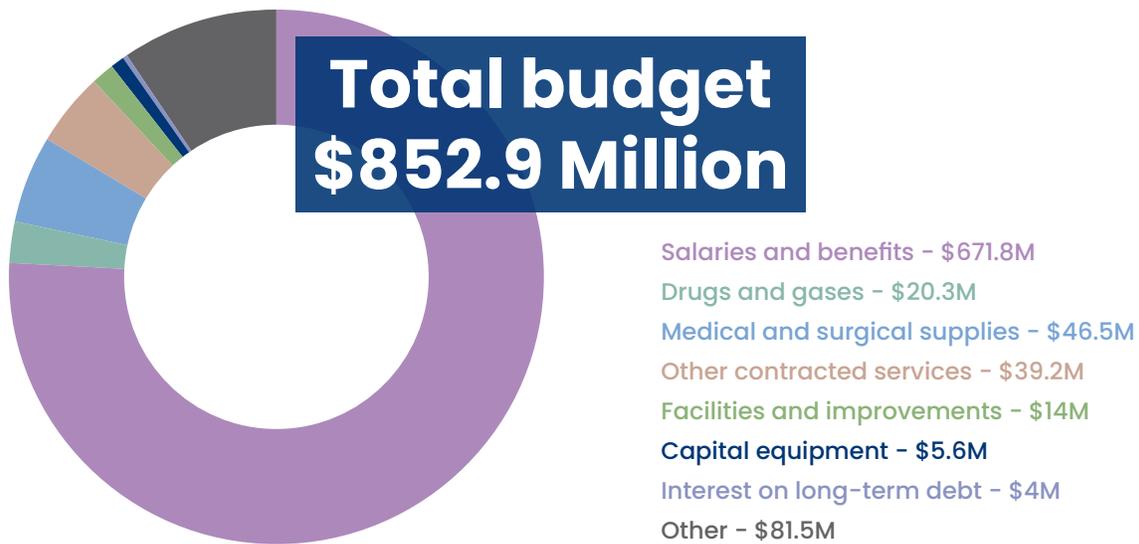
8,718
babies born

945
prime
physicians¹

163,662
emergency visits

231,414
diagnostic imaging
exams

Financials



Good stewardship

In 2021-22, Covenant Health met or exceeded overall service activity set out in our Cooperation and Service Agreement with Alberta Health Services, which outlines annual service level requirements such as surgery cases, laboratory tests, deliveries and emergency visits as part of our funding allocation. Our Audited Financial Statements are on the [Covenant Health website](#).

Public interest disclosure report

The Public Interest Disclosure Act requires that organizations report annually on all disclosures of alleged wrongdoing made (or referred) to their designated officer. Covenant Health is committed to proactively addressing day-to-day concerns identified by our staff, physicians, volunteers and the public we serve through normal problem-solving processes. A full statement is available on [CovenantHealth.ca](#).

Connect with us

We want to hear from you. Share your compliments or concerns with [Patient Relations](#) by [email](#) or at 1.877.295.6344 (toll-free in Alberta).

Covenant Care

A major provider of supportive living, long-term care and hospice services in Alberta responding to the growing and changing needs of an aging population and offering innovative work and care environments where residents and care teams work, thrive and grow.

[Learn more about Covenant Care.](#)

2021-22 statistics

868
active
employees

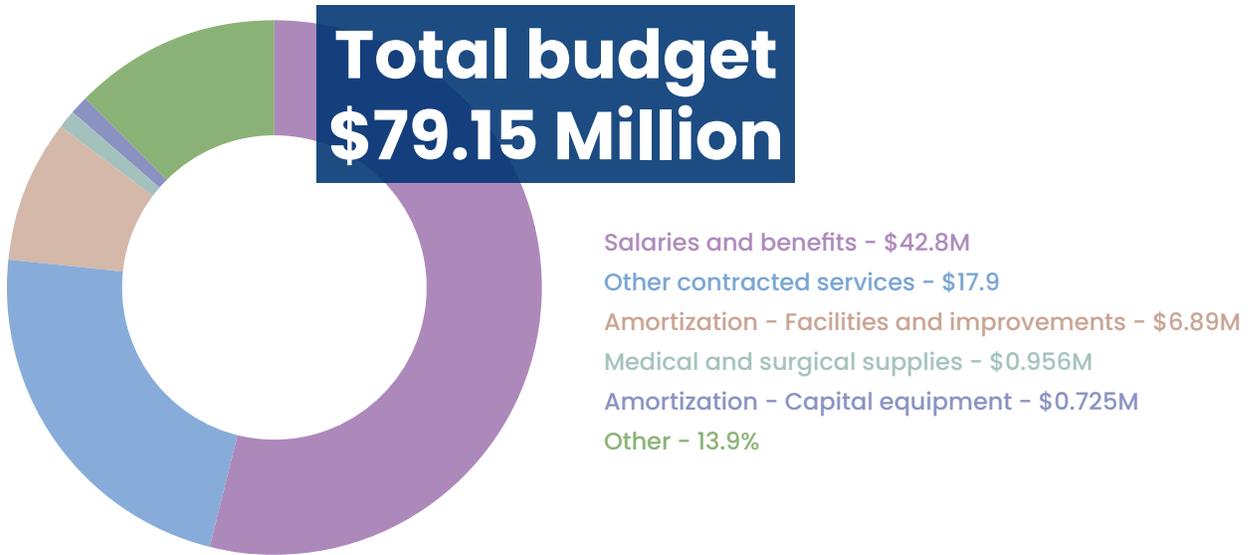
284,140
resident days
(continuing care)

0
volunteers*

0
volunteer hours*

**due to the pandemic*

Financials



Good stewardship

Covenant Care is committed to the wise use of available resources to provide quality care and service to create communities of care where residents and teams thrive. In 2021-22, Covenant Care operated seven sites, offering supportive living, long-term care and hospice care, and met its service requirements within funding allocations.

Covenant Living

A private, not-for-profit organization providing housing options for seniors in warm, welcoming communities that support independence and active living.

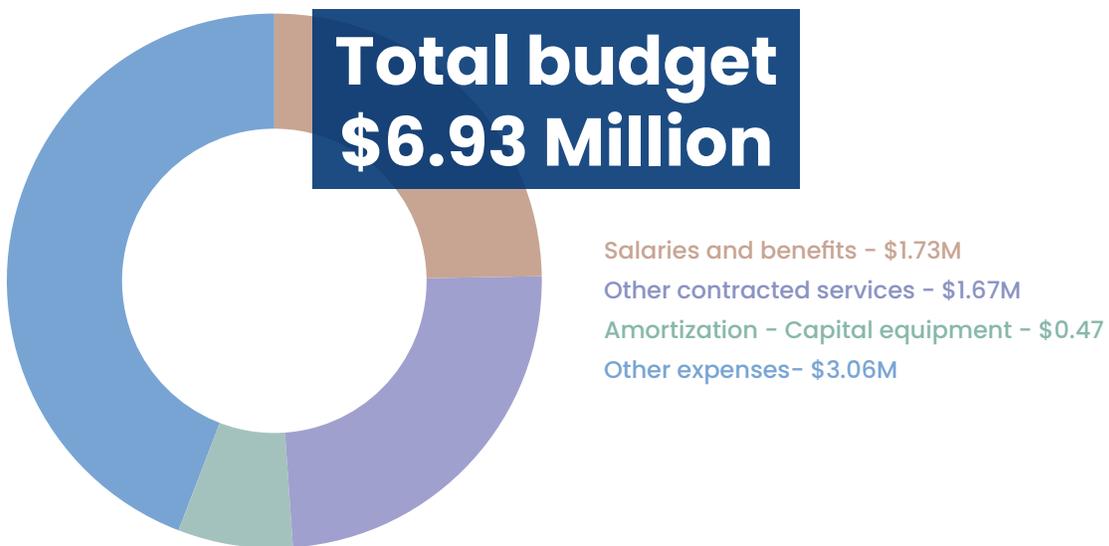
2021-22 statistics

42
active
employees

2
locations

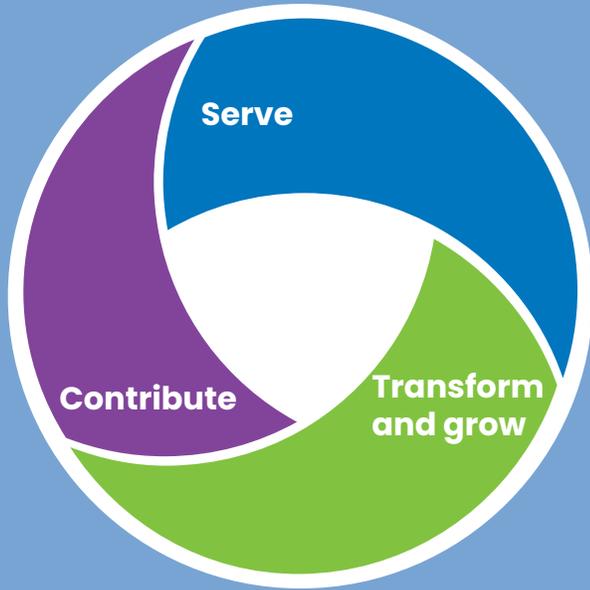
239
suites

Financials



Good stewardship

Covenant Living is committed to creating vibrant, healthy communities in which seniors can retain an optimum level of independence with necessary support. Covenant Living operates from two sites: Martha's House in Lethbridge, which is fully occupied, and Evanston Summit in Calgary, which is incrementally increasing occupancy levels.



Contribute

We will leverage our legacy to maximize the strategic contribution of Catholic health care.

Serve

We will strengthen our mission and live our values to meet the needs of those we serve through excellence in care, an engaged team and wise use of our resources.

Transform and grow

We will transform the health system and grow through integration, innovation and shared learnings to respond to the strengths and needs of our communities, especially those most vulnerable.

2022 HIGHLIGHTS

Staying true to our mission

As we look back at the last year, we recognize that our legacy of service, our mission and our dedication to serving those in need – especially those most vulnerable – have been integral in our response to the pandemic. The strength of our mission-inspired culture has allowed us to consistently and tirelessly serve our patients and residents while continuing to take care of ourselves and each other. We believe that the true strengths of our organization are our skilled and committed teams.

Recognizing diverse and ever-changing needs, we have developed additional resources to support our teams in creating a safe, healthy and inclusive environment.

Advancing diversity and inclusion

As a provider of compassionate and holistic care, we are committed to diversity and to inclusive practices, and this commitment extends to our staff, physicians and volunteers. To that end, we have developed a plan and approach to acknowledge and address systemic racism at Covenant, informed in part by open and meaningful discussions with our stakeholders. Engaging with Indigenous communities to establish long-term positive relationships is another crucial component of our Diversity and Inclusion Framework.

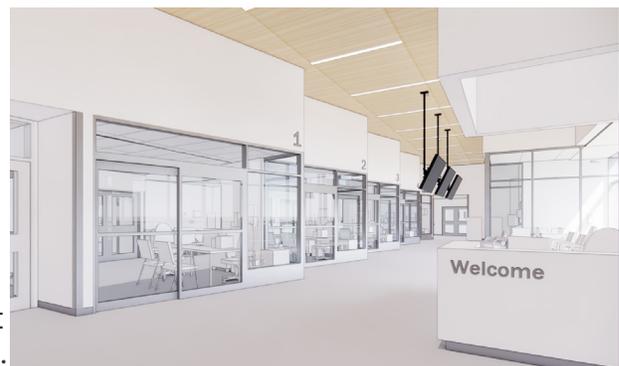
This year on National Day for Truth and Reconciliation, September 30, we lowered the flags at our sites to half-mast in recognition of the day. We also honoured this important day with opportunities for reflection and education for our staff and physicians by providing resources carefully curated by our Indigenous Advisory Body. In addition, we have created land acknowledgment signage for all the front entrances and emergency departments in Covenant facilities.



Misericordia Community Hospital's emergency department update

Construction of the new emergency department (ED) at the Misericordia Community Hospital started in the summer of 2020 and is expected to be completed in early fall 2023. Funded by the Government of Alberta, it is a capital project for Alberta Infrastructure and Alberta Health led by Alberta Health Services (AHS) as the provincial health authority and Covenant Health as the service provider and operator.

The \$65-million ED is designed to meet the needs of communities in west Edmonton and northern Alberta for generations to come and will benefit Albertans by enhancing delivery of care while also addressing service pressures in the Edmonton Zone. The innovative facility has a patient-centred design that incorporates architectural best practices.



A new training lab within the ED that is part of [AHS's eSim Provincial Simulation Program](#) will also provide many opportunities for clinical educators to deliver interactive educational programming for healthcare workers using specialized simulation equipment.

Launching Connect Care in Banff

Connect Care is a bridge between information, healthcare teams, patients and the future. Its foundation is a common clinical information system that will directly impact everyone who provides patient care within Alberta. By having only one complete record for each patient, healthcare providers across the province can share information and collaborate to provide consistent practices and a seamless experience for patients, residents and their families.

Connect Care was launched at the first Covenant site — the Banff Mineral Springs Hospital — in May 2022. The new system gives healthcare professionals in Banff access to their patients' full medical history, no matter where in Alberta they are visiting from. Covenant Health is working closely with Alberta Health Services to support ongoing engagement in all levels of this initiative.

Connect Care launches will continue throughout the province to the end of 2024.

Continuing to grow our family in La Crete

On April 3, 2022, the Government of Alberta announced that it is providing a total of \$79 million for the new La Crete Maternity and Community Health Centre, including \$46 million in support over three years from budget 2022.

This centre will replace the current Alberta Health Services (AHS) facility, which has outgrown its space, boosting access to mental health, primary and allied health care, as well as maternity services in the young, growing community. Once the new facility is constructed, AHS will contract Covenant Health to operate the facility.



Opening a new Covenant Care site in Lethbridge

Located in Garry Station, West Lethbridge, Buffalo Grace Manor is a 102-bed supportive living centre that opened in late fall 2022. Purpose-built to provide resident-centred care – including dementia care – the state-of-the-art facility offers a mix of designated supportive living spaces and will assist in taking pressure off local acute care services.



The three-story home features natural light, a chapel, an outdoor patio and a garden. Each floor contains two wings of 17 suites arranged in homelike groupings with family-style dining, salon and common areas to promote community interaction. The facility is designed for maximum flexibility and adoption of higher levels of care, meaning residents can stay at Buffalo Grace Manor as their needs change.

The name Buffalo Grace Manor was approved by the Covenant Care Board of Directors after consulting with members of the community, the local Covenant Care Community Board and knowledge keepers from the Blackfoot Nation as part of the Covenant family's commitment to reconciliation.

Co-leading **COURAGE**: Action for Better Aging

Over the last several months, Covenant has co-lead with SE Health – and collaborated with leaders across the country – the national initiative [COURAGE: Action for Better Aging](#).

COURAGE invites Canadians with an interest in healthy aging to reimagine aging, spark innovation and forge an action plan for change. It takes an evidence-informed look at the unsustainability of our current approach to aging and the possibilities for change, with the objective of developing an actionable roadmap through consensus around better aging.

Since November 2021, COURAGE has engaged with a wide variety of people and organizations to explore insights, information, perceptions, advice and experiences of the current approach to aging in Canada and to identify the most promising opportunities and ideas for a roadmap for change.

As we reimagine aging in Canada, COURAGE will be hosting a summit, offering opportunities for changemakers to come together as we create a new vision for living.



Unveiling our Covenant Wellness Community

We unveiled our plan for our new wellness community on February 15, 2022, alongside former Premier Jason Kenney, Minister of Health Jason Copping and former Minister of Labour and Immigration Tyler Shandro.

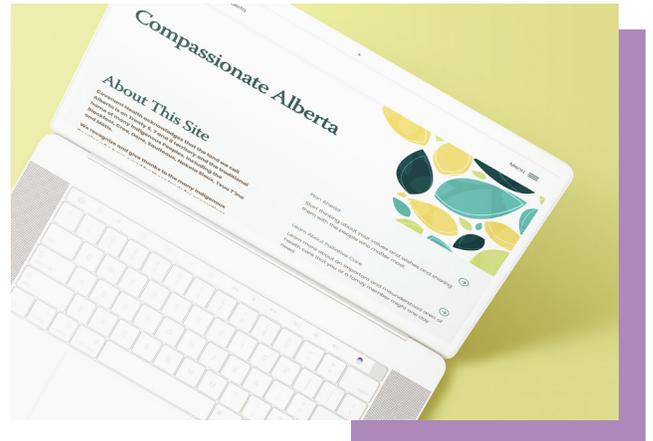
Located in the heart of Mill Woods, the [Covenant Wellness Community](#) will be a health and wellness hub that uses innovative designs to provide person-centred care to patients, residents and families of all backgrounds. Built on Covenant's 11.2-acre Southeast Campus site, the Covenant Wellness Community will serve southeast Edmontonians, relieving hospital pressures and enabling seniors to remain healthy and active as they age.



Phase 1 construction began in the fall of 2022 and is expected to be completed in 2025. It will offer more than 75,000 square feet of space for comprehensive health services, including outpatient clinics relocated from the Grey Nuns Community Hospital, conference and educational space, doctors' offices, lab services and medical imaging, as well as multigenerational housing and an integrated seniors' centre.

Creating Compassionate Communities

Covenant's Palliative Institute serves as a knowledge broker and problem solver for patients, families, clinicians, policymakers, caregivers and researchers and leads informed public conversation about palliative and end-of-life issues. The institute advocates for a robust national palliative and end-of-life care system that increases palliative care capacity to address gaps in service within Canada and works to increase public understanding of palliative care and to equip every Albertan to carry out health, legal and personal planning. This is being accomplished through a combination of policy development, educational initiatives, research and community outreach.



One such initiative includes [Compassionate Alberta](#). The Compassionate Communities movement aims to build local networks of support that complement health services and expand community capacity to care for people facing life-limiting illness. By engaging community-based partners and stakeholders, we will improve public understanding and access to palliative care and advance care planning resources in Alberta.

The Palliative Institute has been awarded over \$7 million through three different grants: Palliative Care Public Awareness, Advance Care Planning Alberta and Alberta Palliative Care Competencies and Education.



THOSE WE *serve*

Partnering with our patients,
residents and families

At Covenant, we believe that high-quality, person-centred care comes from engaging with those we serve.

At the individual level, this means actively involving patients in our hospitals in decisions about their care and ensuring that residents in our care centres have a say in how they live. At the organizational level, we work with volunteers in our Patient/Resident & Family Engagement program to continuously improve the care experience in our facilities and create better health outcomes. From planning to delivery to evaluation, everything we do is shaped and informed by the feedback and real-life experiences of our patients, residents and families.

What matters most

Every day we take opportunities to ask our patients and residents “what matters to you?” as we care for them in our hospitals and centres. And each year we participate in What Matters to You Day, a global movement focused on fostering meaningful conversations between patients, residents and families who receive health care and the staff, physicians and volunteers who provide it. Talking with those we serve about what matters most builds trust and is key to supporting their health and well-being and to providing them the best, person-centred care.

Christine Holubec-Jackson, a member of the Covenant Health Patient/Resident & Family Advisory Council, shares what matters to her in the care she receives from the health system. You can watch Christine’s testimonial at Covenant2022ar.com/those-we-serve.

Covenant Partners program

Our Covenant Partners are volunteers who contribute their time, skills and experiences to help shape health care and make improvements that matter to individuals and families. They may be current or former patients, residents or family members or simply people in the community who want to make a difference in our work and in patient or resident care. Our partners help us plan, deliver and evaluate services by working with one of our programs or sites or participating in councils, committees or focus groups. We are grateful to our Covenant Partners for the unique insights and perspectives they bring.



Patient/Resident & Family Advisory Council

Several of our Covenant Partners are members of our Patient/Resident & Family Advisory Council. Created in 2019, the council gives patients, residents and families a voice in building better healthcare experiences. It works with our board of directors, leaders, staff and physicians to:

- Improve Covenant Health policies, care practices and materials
- Co-design materials and strategies for improving healthcare quality and safety
- Support changes that improve safety and quality

Patient and Resident Engagement Framework

In 2019, we launched a new Patient and Resident Engagement Framework. It serves as a model for engagement across the Covenant family, based on our belief that engagement is at the heart of health and healing and is foundational to providing quality care. Engagement — and our model — helps us deliver care and services consistently across our organization at key touchpoints in the patient and resident experience.

Related stories



Engaging with partners to improve health care

Volunteers with our Covenant Partner program are bringing their unique perspectives to initiatives across our organization. From giving feedback on patient resources to assisting with the opening of a new clinic, they are helping us improve our services and provide person-centred care.

Read more on [The Vital Beat](#).



Improving the patient and resident care journey

A pilot program at Covenant sites is bringing community volunteers and Covenant leaders together to address challenges in the care journey patients and residents experience. The pilot is helping the sites provide the best care possible.

Read more on [The Vital Beat](#).



Our **TEAMS**

Partnering with staff, physicians
and volunteers

For Covenant, partnering in care is a call to support not only those we serve but also those who serve — our staff, physicians and volunteers. Never has this been more important than in the last few years as we faced a global pandemic, systemic racism and discrimination in our communities and around the world, and the legacy of the Canadian residential school system.

As we learn more about the pandemic's impact on healthcare workers, we continue to take steps to support our staff, physicians and volunteers with resources and programs for COVID recovery. With input from our teams, we have developed a plan to address systemic racism across Covenant. And we are working with Indigenous partners within our organization to develop strategies, create awareness and build relationships in our journey toward reconciliation.

Going forward, we know that partnering with our teams will be essential to the future of work and the workplace. For many, the workplace will be less about physical buildings and more about creating conditions for success. Together with our teams, we are envisioning the conditions that will help people do their best work and thrive.

Related stories



Impact of COVID-19 on workplace culture

Covenant partnered with the University of Alberta in a first-of-its-kind research project exploring how COVID-19 has shaped workplace culture. The lessons learned about the challenges our teams faced will help us determine the best way forward for our COVID recovery programs.

Read more on [The Vital Beat](#).



Supporting team mental health

The COVID-19 pandemic generated an unprecedented amount of work and stress for our healthcare workers and teams. To promote staff wellness, mental health and team communication, we have launched five mental health and wellness initiatives.

Read more on [The Vital Beat](#).



Covenant Health moves toward reconciliation

With the support of our Indigenous Advisory Body, we are providing cultural awareness training and education for our teams as well as building relationships. We seek to open lines of communication and give voice to the concerns of our Indigenous staff and the communities we serve.

Read more on [The Vital Beat](#).



Building moral resilience

Grappling with wanting to do the right thing for their patients has created moral distress for many healthcare workers and teams during the pandemic. Practicing mindfulness and reframing negative thoughts are some strategies for building moral resilience — the ability to sustain oneself during a long traumatic event.

Read more on [The Vital Beat](#).



Our **COMMUNITIES**

Partnering with our communities

At Covenant, we believe that high-quality, person-centred care comes from engaging with those we serve.

Partnering with others is essential to achieving our vision of transforming health care. We work with our communities to identify and fill gaps in the system and advocate for change, especially for people who are underserved or at risk, including seniors, those with mental illness and addictions, those in rural areas and those at end of life.



We are collaborating with partners in southeast Edmonton to develop a wellness community to meet the needs of families and a growing seniors' population for more community-based health and wellness services.



Our Palliative Institute is working with groups across Alberta on a two-year intensive campaign to address gaps in education about palliative care and advance care planning, leading to better care for those who experience life-limiting illness or at end of life.



To reimagine care for seniors, we are partnering with SE Health in Ontario on [COURAGE: Action for Better Aging](#), a national initiative aimed at helping Canadians age in their homes and communities with quality of life, choice and independence.

Looking ahead, we will continue to collaborate with communities locally, provincially and nationally to improve the healthcare system and address health challenges. By leading together, we can ensure that those we serve have the quality, compassionate support they need to live full, vibrant lives.

Related stories



New health hub announced for southeast Edmonton

The Covenant family is partnering with Rohit Group of Companies to develop a wellness hub in southeast Edmonton that will empower individuals to live well and age in their communities. The development will include a community health centre with comprehensive health services, multigenerational housing and an integrated seniors' care centre.

Read more on [The Vital Beat](#).



Planning for the unexpected

Conversations about future health care can be difficult, but they are essential for ensuring people get the kind of care they want during their final days and weeks. Awareness of palliative care and advance care planning can help people have these crucial conversations.

Read more on [The Vital Beat](#).