



Renew and refocus

2023-24 Covenant report to the community

Covenant

The past year has been a pivotal time for health care in Alberta as the provincial government launched a bold plan to refocus the health system. As a valued partner, Covenant welcomes the opportunity to help build a robust system that will better support the health and well-being of all Albertans. Throughout our more than 155-year history, we have worked with our government partners and others to eliminate systemic barriers, explore creative models of care and find innovative solutions that meet the needs of our communities.

Our response to the government's refocusing efforts is grounded in our vision to be leaders and partners in transforming care and creating vibrant communities of health and healing. We serve our communities with a focus on those who need us most, building on a legacy of compassion and resourcefulness gifted to us by our founders.

The force behind our vision to transform care is our people and their deep commitment to living our mission to serve all Albertans — body, mind and soul — with compassion. The unwavering passion and sense of purpose they bring to their work are key to ensuring Albertans receive the high-quality care they need. As the government proceeds with its plans, we will remain true to fulfilling our vision, providing excellent care to our communities and empowering our people to serve. Committed, aligned and focused, we will navigate the changing opportunities in health care together as a team.

In this report, we offer examples of how we are fulfilling our vision by taking care of our patients and residents, taking care of our people and refocusing for the future. The report also includes highlights of our work from the last year and detailed financial and organizational information.

We invite you to look through the report and learn more about who we are and how we support the health and well-being of Albertans.



Ed Stelmach,
Board chair

Patrick Dumelie,
Covenant CEO



Table of contents

About Covenant	1
Service capacity	2
Taking care of our patients and residents	3
Taking care of our people	4
Refocusing for the future	5
Highlights of the year	6
Spotlight: Community Health Centre at Covenant Wellness Community	8
Facts and figures	9
Covenant Health	9
Covenant Care	11
Covenant Living	12
Covenant Foundation	13

About Covenant

Covenant is a community of organizations — Covenant Health, Covenant Care, Covenant Living and Covenant Foundation — working together to serve Albertans with compassion and dignity. We care for people at every stage of life at 27 sites in 15 communities across the province, providing acute care, continuing care, mental health supports, hospice care and seniors' housing. Rooted in relationships, we walk alongside those we serve, honouring each person's story, values and needs — body, mind and soul. Learn more at covenantcanada.ca.

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

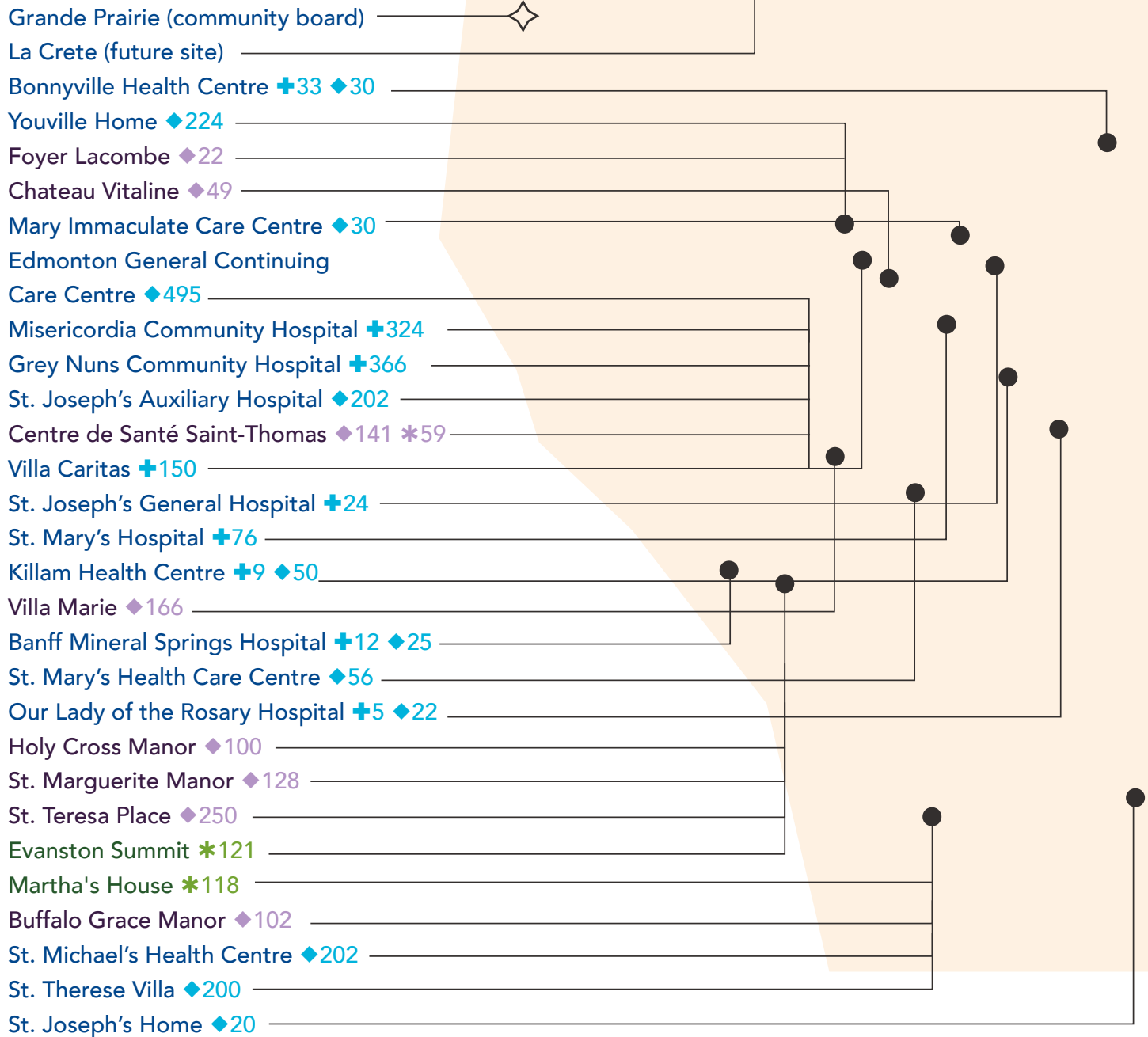
As a Catholic organization, we are committed to serving people of all faiths, cultures and circumstances according to our values:

- compassion
- respect
- collaboration
- social justice
- integrity
- stewardship



Service capacity

Covenant provides acute care, continuing care and independent living services at 27 sites in 15 communities across the province.



999 + Covenant Health
acute care beds

59 * Covenant Care
independent living

239 * Covenant Living
independent living

1,556 ◆ Covenant Health
continuing care beds

958 ◆ Covenant Care
continuing care beds

Taking care of our patients and residents

As health care in Alberta evolves, we remain committed to providing our patients, residents and families with safe, high-quality and person-centred care across our continuum of services. In every community we serve, excellence is at the heart of everything we do, and we are dedicated to delivering our best in every interaction and initiative.

At Covenant, we believe that high-quality, person-centred care comes from engaging with those we serve. Since 2021, we have been working with volunteers in our Patient/Resident and Engagement program on projects looking to resolve challenges in the care journey patients and residents experience. We are using their feedback and recommendations to improve the care experience at our sites and create better health outcomes.

Our ability to provide safe, high-quality and patient-centred care to a growing community in northwest Edmonton was enhanced with the opening of the Misericordia Community Hospital in November 2023. The \$85-million redevelopment allows us to accommodate 60,000 patient visits per year and includes expanded treatment space and dedicated areas for people with mental health concerns.

We are developing our rural care strategy to meet the unique health needs of Albertans in rural communities. One of the strategy's priorities is to ensure rural Albertans can get the right care when and where they need it, no matter where they live, particularly primary care, aging in place and mental health supports.

Funding for seniors' health improves well-being

With the help of donors, Covenant Foundation has committed more than \$8 million in funding since 2016 for seniors' health and wellness initiatives at 21 hospitals and continuing care centres.

Read more at CovenantHealth.ca.



Fall prevention program helps seniors live independently

A three-week-long program aims to facilitate prolonged independent living by providing health care aides with specialized training in fall prevention, thereby enhancing seniors' quality of life.

Read more at CovenantHealth.ca.



Taking care of our people

Whatever changes are occurring in the healthcare environment, we remain focused on supporting not only those we serve but also those who serve — our staff, physicians and volunteers. We recognize that our people are more important now than ever as we, like healthcare organizations across North America, navigate staffing shortages, burnout and other issues. We are responding to pressing workforce challenges by growing our talent pipeline, supporting our people's health and wellness, and exploring new and innovative ways to work together.

In 2023-24, we continued to support our people with resources and programs for COVID recovery. This work included a Leaders' Forum — a full-day retreat designed to help our people leaders take guided steps to renew themselves body, mind and soul. With the learnings from this initiative, we are developing a strategy for helping leaders provide wholistic support to their teams.

We also continue to advance diversity, equity and inclusion for our people, guided by our diversity and inclusion framework and work plan. Over the last year, we developed a corporate Indigenous health strategy, delivered online and in-person sensitivity training and education, and drafted policy regarding the role and use of a diversity of languages in the workplace. Our Indigenous, LGBTQ2S+ and Black advisory bodies also led activities for Black History Month, Red Dress Day, the Moosehide Campaign, National Indigenous Peoples Day, National Indigenous History Month, Pride Month and National Day for Truth and Reconciliation.

Supporting mental health for our teams

Recognizing the stress that can come with working in health care, we initiated The Working Mind Healthcare program to provide information and tools to help employees manage their mental health.

Read more at CovenantHealth.ca.

Becoming an ally for marginalized people

Our staff, physicians and volunteers are stepping up to ensure that everyone who walks in our doors feels safe, supported and welcomed.

Read more at CovenantHealth.ca.





Our refocus strategy supports our people and those we serve and is geared toward transforming the system with a wholistic focus on outcomes.

Refocusing for the future

We have developed a strategy for initiating real and meaningful action in response to the Alberta government's refocusing plans. Our approach is based on three priorities: performance (providing excellent care), strategy (fulfilling our vision) and advocacy (serving as a trusted advisor to government on how to achieve its direction and objectives). This balanced plan supports our people and those we serve and is geared toward transforming the system with a wholistic focus on outcomes, placing patients and residents at the core of decision-making.

We are committed to implementing our plan by consistently connecting with our staff, partners and the community to gain their insights and perspectives. They are well positioned to offer practical and strategic advice to improve the healthcare system. In the past year, hundreds of Covenant staff, physicians, volunteers, board members and community partners have participated in the government's in-person engagement sessions about the refocusing initiative. Covenant community and foundation board members from across the province have also provided their advice on how to successfully implement Alberta's new regional advisory councils for health. And we are collaborating with Alberta Health, Alberta Mental Health and Addiction, Alberta Health Services and Recovery Alberta to strengthen ties and guide the development of shared services in the new health system.

In the spirit of reconciliation and humility, Covenant is also engaging with a diverse representation of Indigenous Nations, communities and organizations to understand the health priorities of Indigenous Peoples, address health disparities and promote equity in the new system. We are using what we learn to inform Indigenous health education for our people and an Indigenous health plan to foster culturally safe care for Indigenous patients, residents and families at our facilities. Indigenous health strategy, delivered online and in-person sensitivity training and education, and drafted policy regarding the role and use of a diversity of languages in the workplace. Our Indigenous, LGBTQ2S+ and Black advisory bodies also led activities for Black History Month, Red Dress Day, the Moosehide Campaign, National Indigenous Peoples Day, National Indigenous History Month, Pride Month and National Day for Truth and Reconciliation.

Highlights of the year

COURAGE: Action for Better Aging initiative

We continue to partner with SE Health in Ontario on the **COURAGE** initiative. In 2003, we released our *Roadmap for Action*, a report outlining 16 recommendations for developing a national aging strategy, planning aging-in-place communities, building bridges and uniting changemakers.

Workforce strategy

Our workforce strategy is built on proactively identifying our workforce needs, attracting and retaining the right talent and ensuring that our people receive the necessary training and development to help us achieve our goals.

Indigenous health

Over the past year, we completed an assessment of needs and resources related to truth and reconciliation across our organization. We are developing strategies and implementing recommendations from the assessment to address health disparities and promote equity.

La Crete Maternity and Community Health Centre

We are participating in planning the development and transition of services for a new health centre in La Crete. Scheduled to open in 2027, the new facility will provide primary care and basic health services to people in the area.

Misericordia Community Hospital emergency department

The Misericordia hospital opened its new emergency department in November 2023. The department can accommodate up to 60,000 visits per year and includes dedicated space for people needing emergency mental health care, expanded treatment areas, a simulation training lab and other amenities.

UNA rural capacity investment fund

We received funding from the United Nurses of Alberta for initiatives designed to retain and grow the capacity of registered nurses at rural and remote sites across the province. The initiatives included a virtual mentorship program, relocation funding, and mileage and education/professional development reimbursements, helping improve the patient and resident experience.



The new emergency department at the Misericordia hospital includes expanded treatment areas.

Palliative care projects

Our Palliative Institute continues its work to increase understanding of palliative care and advance care planning among Albertans. Over the last year, these efforts included adapting and/or developing resources for use by individuals and community groups.

Covenant Foundation support for rural health

Covenant Foundation continues to support rural health as one of its priority areas of focus. In 2023-24, it committed funds for a meals on wheels program, new physical therapy equipment, virtual reality recreational therapy aids, specialized palliative care beds and more.

Seniors' Innovation Platform

In 2023-24, our Seniors' Innovation Platform undertook two projects: one exploring the use of technology and data to improve care delivery and another looking at a pain assessment monitoring technology for people who cannot verbally report pain.



In September 2024, we hosted a block party to give people a chance to learn about the new Community Health Centre in southeast Edmonton.

Spotlight: Community Health Centre at Covenant Wellness Community

As the year unfolded, we were excited to watch the evolving construction of Phase 1 — the Community Health Centre — of our Covenant Wellness Community (CWC) in southeast Edmonton. In September 2024, we hosted a block party to give the community a chance to learn about the project while enjoying food and festivities. The event included everything from a pancake breakfast to speeches and information booths, a fun zone — complete with bouncy castles, face painting and other kids' activities — multicultural dance performances, food trucks and tours of the health centre for elected officials. Over 650 people, including more than 25 community leaders and elected officials, attended.

Once complete in 2025, the Community Health Centre will serve as a one-stop wellness destination for southeast Edmonton and as a model of community-based care for Alberta. The three-story 190,000-square-foot building will house health-related services such as doctors' offices and diagnostic imaging, several clinics relocated from the Grey Nuns Community Hospital, food vendors and community-use spaces, with room for future community and health services.

The Community Health Centre is the anchor of the CWC in southeast Edmonton, which will be developed in phases over the next several years through a public-private partnership with Rohit Group of Companies. It will combine health care with housing, seniors' continuing care, commercial retail development and other social supports and services in a model that can be replicated and modified in a diverse range of communities — from urban to rural — across the province. The first of its kind in Alberta, the model is an innovative approach to healthcare development, shifting healthcare delivery from reliance on hospitals to use of appropriate, community-based facilities to meet the complex needs of Alberta communities.



Facts and figures

Covenant Health



11,689
active employees



344,157
acute patient days



1,466
volunteers



215,563
emergency visits



99,394
volunteer hours



391,257
outpatient visits



1,689
prime physicians¹



24,561
surgery cases



1,849
additional physicians²



8,526
Deliveries



537,287
resident days
(continuing care)

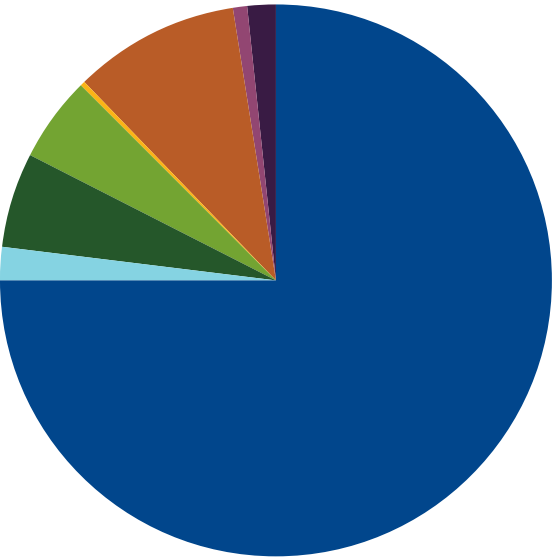


246,081
DI Exams

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

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

Financials



Salaries and benefits	\$730.5M
Drugs and gases	\$18.5M
Medical and surgical supplies	\$52.6M
Other contracted services	\$44.8M
Interest on long-term debt	\$3.7M
Other	\$95.7M
Amortization	
Capital equipment	\$5.0M
Facilities and improvements	\$14.2M

Total 2023-24 budget	\$965.0M
----------------------	----------

Good stewardship

In 2023-24, 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

Facts and figures



1,402
employees



5,673
volunteer hours



334,632
resident days
(continuing care)

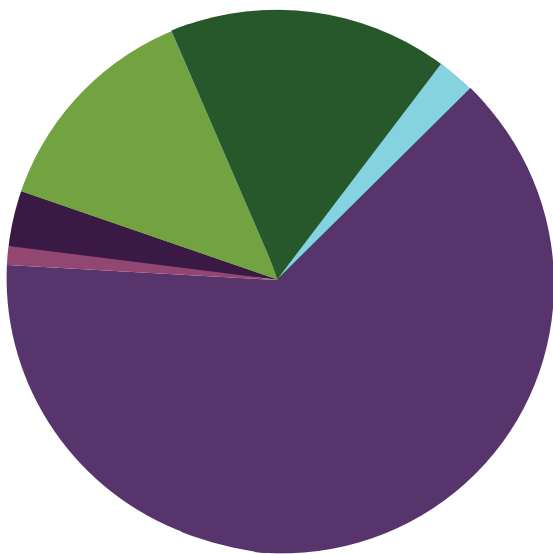


140
volunteers



1,017
beds

Financials



Salaries and benefits	\$53.2M
Medical and surgical supplies	\$1.1M
Other contracted services	\$11.8M
Other	\$11.5M
Amortization	
Capital equipment	\$7.4M
Facilities and improvements	\$1.0M

Total 2023-24 budget **\$85.9M**

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 2023-24, Covenant Care operated eight sites, offering supportive living, long-term care and hospice care, and met its service requirements within funding allocations.

Covenant Living


Facts and figures

 **71**
employees

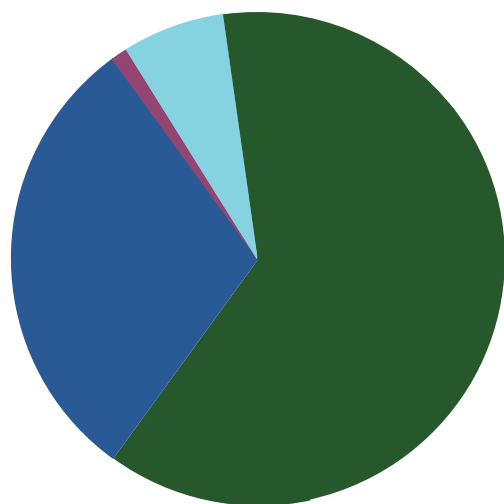
 **2**
locations

 **239**
suites

 **6**
volunteers

 **1,064**
volunteer hours

Financials



Salaries and benefits	\$2.1M
Other contracted services	\$1.7M
Other	\$3.5M

Amortization

Capital equipment	\$0.5M
-------------------	--------

Total 2023-24 budget	\$7.8M
----------------------	--------

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.

Covenant Foundation

Facts and figures



\$12.3M
in funds raised



More than \$2.2M
in funds committed



21
sites supported,
including Covenant
hospitals and continuing
care centres from
St. Albert to Lethbridge



48
grants committed





CovenantCanada.ca