Lighting Our Way
Covenant Health
Strategic Plan Overview
2013 - 2016
Lighting Our Way—the name of our strategic framework—is symbolic of our organization. As Canada’s largest faith based health care organization, we do indeed believe that our Mission and Values light our way. They are at the core of our existence and the foundation of our continued legacy. Our history dates over 150 years when committed, audacious congregations of Catholic Sisters built the first hospitals on rugged Alberta terrain. Their perseverance, dedication, and compassion thrives in our organization today, through every healing gesture and moment of care between caregiver and the patients and residents we serve.

Our vision as an organization is to “positively influence the health of Albertans and be of greater service to those in need by working together with compassion, quality and innovation.” This three year strategic plan demonstrates our commitment to working towards this vision. Through collaboration with Alberta Health Services, Government, partners and stakeholders—and by working together, as a cohesive, passionate team of health care professionals—we will achieve our vision.

We are creating our own legacy in Catholic health care. Like the Sisters before us, we will be relentless in our commitment to meet the needs of the vulnerable in our communities and to care for them by providing exceptional service and excellent quality care.

Patrick Dumelie
President and CEO
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 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 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.

Our strategic directions
Live our mission and values in all we do
Build and engage the team
Excel at providing quality care and service
Respond to those in need
Our Strategic Directions are our fundamental goals—they are the desired end points that outline how we will achieve our vision. Our Strategic Objectives are meant to effectively focus our organizational efforts and are a further articulation of how we will achieve our Strategic Directions. Compared to our long-term Strategic Directions, the Strategic Objectives convey the short and mid-term milestones of how we will achieve our vision. These are further refined into measurable, tangible tactics.

**Strategic Direction 1:**
Live our mission and values in all we do

This strategic direction is foundational to all our other directions—our mission defines who we are and is inextricably tied to our Catholic identity. The focus is on living our mission and values, requiring demonstrative evidence of integrating mission and values-based reflection in all our clinical, administrative decisions and initiatives.

Living our mission and values in all we do is a shared commitment—it is our mission and values that we own, steward, advance, and give tangible witness in the communities we serve. There are three non-negotiable commitments to which we are accountable in Catholic health care: ensuring the highest standards of quality care, being wise stewards of resources and keeping the mission at the forefront of all we do.

**Why is it important to achieving our vision:**
This strategic direction is foundational to our vision, informing what are we called to do, who we are called to serve, and how we achieve our vision and create our own legacy. Given the competing demands and unrelenting pressures in health care, this strategic direction reminds us that we are part of something bigger than our own existence as an organization—we are here to serve those in need. It is the defining feature of our culture. No matter how well our founders may have embodied the mission, our challenge as an organization is to determine what we are going to do to live the mission and values in all we do.

**To achieve success, we will:**
- Deepen our commitment to our mission, values and ethical framework
- Be good stewards of our resources by enhancing our planning acumen and strengthening our accountability.
- Engage and work with community to sustain and grow our mission.
Strategic Objectives 1

Strategic Objective 1.1
In order to **deepen our commitment to our mission, values and ethical framework**, we will:

1. Advance Covenant Health’s local and national leadership role in mission, ethics and spirituality in health care.
2. Integrate ethical and theological analysis in our corporate decision-making and planning.
3. Foster the formation of mission-led leaders and enhance the capacity of our leaders in discernment, ethical reflection and values-based decision-making.
4. Enhance our cultural competency as an organization and increase respect for the diversity of our workforce and the people we serve.

Strategic Objective 1.2
In order to **be good stewards of our resources by enhancing our planning acumen and strengthening our accountability**, we will:

1. Build our capacity to develop, implement and sustain clearly articulated strategies.
2. Build expertise to manage change and guide our teams through transition.
3. Develop a strong financial position to support our strategic priorities.
4. Effectively monitor and manage our risk to ensure our ability to advance mission and vision.

Strategic Objective 1.3
In order to **engage and work with community to sustain and grow our mission**, we will:

1. Strengthen and leverage our partnership and relationship with Alberta Health Services and the Provincial Government.
2. Build understanding of our contribution to the health system with the general public, key audiences and the Catholic community.
3. Strengthen the role of Community Boards and Foundations to advance our mission.
Strategic Direction 2:  
Build and engage our team

We are committed to fostering a workplace that is meaningful and enables people the opportunity to grow, flourish and be fulfilled in their work each day. Health care requires skilled individuals who work collaboratively and who are steadfastly focused on providing high quality services to every patient, resident and client in our care. Our staff, physicians and volunteers are all accountable for the reputation and viability of our organization and the legacy we create together. We recognize each other’s rights and responsibilities as partners in the workplace. Our team models our values—and our leaders are at the forefront, offering strong, effective and courageous leadership to support our teams.

Why is it important to achieving our vision:

Work in health care is a calling to give of yourself, to serve those in need and to walk with people as they journey through vulnerable times. The commitment and passion of the Covenant Health team is demonstrated daily in their work—in every moment of care. Teams who collaborate and are fully engaged in the purpose of their work function better and provide higher quality care to those we serve.

To achieve success, we will:

- Recruit, develop and retain a highly skilled workforce and foster effective teams
- Create a safe work environment for staff, physicians and volunteers
- Excel in employee and physician engagement
Strategic Objectives 2

**Strategic Objective 2.1**
In order to **recruit, develop and retain a highly skilled workforce and foster effective teams**, we will:

1. Develop a plan to support our operational Human Resource requirements.
2. Forecast recruitment needs in order to proactively recruit individuals by fit for hire for each position (clinical, leadership and administrative).
3. Ensure that people have the right skills, tools and equipment for their roles.
4. Ensure people are working to their full potential by identifying and implementing clear team accountability, individual accountability and full scope of practice.

**Strategic Objective 2.2**
In order to **create a safe work environment for staff, physicians and volunteers**, we will:

1. Ensure that the physical environments that people are working in are adequate and safe.
2. Provide environments that promote employee wellness and proactively address employee concerns.
3. Ensure that people have the ability and tools to deal with conflict and disruptive behaviors.

**Strategic Objective 2.3**
In order to **excel in employee and physician engagement**, we will:

1. Develop action plans for all teams to address employee and physician engagement issues.
2. Clearly define what is expected at work for all individuals and teams.
3. Encourage development and provide people with the opportunity to do what they do best.
4. Create a culture of participation where people know their opinions count.
5. Provide opportunities for individuals to learn and grow.
6. Create an understanding of and commitment to our mission.
Strategic Direction 3: Excel at providing quality care and service

Our credibility and our ability to continue the legacy of our founding congregations of Sisters rests on our capacity to provide quality care and service. We are accountable to the public, to our partners, including Alberta Health Services, and to the Provincial Government and to the Catholic Church to ensure a high quality standard of care.

We strategically focus on areas of greatest risk or on opportunities for transformative improvements in quality. We collaborate to provide exceptional service, respond to needs and to continuous improve quality in our day-to-day work. We must integrate seamlessly with Alberta Health Services to ensure a consistent approach to quality driven by evidence-based standards.

Why it is important in achieving our vision:
Why it is important in achieving our vision: Our calling is to serve those in need—healing the body, enriching the mind and nurturing the soul. Our patients, residents and clients deserve a high standard of care—one that reflects all dimensions of quality care and service. We must lead by example in how we care for those we serve, relentlessly and continually improving the quality of care they receive. We must also draw on our experience and expertise to be leaders in shaping a health care system that is increasingly responsive and seamless in serving Albertans.

To achieve success, we will:
- Ensure safe care: reduce harm
- Grow, innovate and integrate our acute care, continuing care and community programs and services to improve quality, access and sustainability
- Improve the patient, resident and family experience
- Redevelop our capital infrastructure to sustain quality care and service
- Enhance our capacity to use information to provide quality care and service
Strategic Objectives 3

Strategic Objective 3.1
In order to ensure safe care and reduce harm, we will:
1. Develop a strategy to advance our culture of patient safety.
2. Enhance care environments to promote patient safety.
3. Deliver a patient safety strategy that will focus on areas of greatest risk or opportunity.

Strategic Objective 3.2
In order to grow, innovate and integrate our acute care, continuing care and community programs and services to improve quality, access and sustainability, we will:
1. Transform service delivery within acute and continuing care in order to provide innovative and quality care to patients and residents.
2. Enhance planning and program delivery for complex continuing care.
3. Build a Clinical Integration Framework and implement the integration of clinical programs and services across Covenant Health.

Strategic Objective 3.3
In order to improve the patient, resident and family experience, we will:
1. Create a common understanding of what patient, resident and family experience means for the organization and incorporate it into leading practice.
2. Incorporate the patient, resident and family experience as a fundamental principle in all major re-design initiatives.
3. Measure and monitor selected indicators of patient, resident and family experience and incorporate this knowledge into improvements at the unit, department, and organizational levels.
4. Reinforce the behavioural components of excellence in patient, resident and family service.

Strategic Objective 3.4
In order to redevelop our capital infrastructure to sustain quality care and service, we will:
1. Remedy major systems impacting quality of care or leading to unacceptable levels of risk.
2. Redevelop facilities and major systems impacting quality of care.
3. Redevelop current facilities to meet future needs and best practice in health care design.

Strategic Objective 3.5
In order to enhance our capacity to use information to provide quality care and service, we will:
1. Develop a strategy to enable equity with AHS and to understand what our needs are.
2. Increase access to timely data and information systems.
3. Build organizational capacity and awareness to increase the utilization of information to inform decision-making and planning efforts.
4. Ensure transparency while safeguarding information.
Strategic Direction 4: Respond to those in need

We are creating our own legacy, in the tradition of the Sisters, by looking at communities holistically and discerning the health care needs that must be met and by recognizing that health and wellbeing is more than the absence of disease. Our areas of emphasis focus our resources and capacity on health issues facing vulnerable and under-served populations: seniors care, rural health, addictions and mental health, and end of life care.

Why is it important in achieving our vision:
To positively shape and influence the health of Albertans we use our voice to advocate for system change and for those who are often not heard in our society—this is our accountability as Canada’s largest Catholic health care provider and is foundational to our mission. We also demonstrate innovation and quality through new service delivery approaches and enhanced capacity.

To achieve success, we will:
• Leverage our expertise to enable innovation and to be of greater service in:
  • Seniors Health
  • Rural Health
  • Addiction and Mental Health
  • Palliative and End of Life Care
• Advocate for those in need
Strategic Objectives 4

Strategic Objective 4.1
In order to leverage our expertise to enable innovation and to be of greater service in Seniors Health, Rural Health, Addiction and Mental Health and Palliative and End of Life Care, we will:

1. Develop and implement organizational strategies in Seniors Health, Rural Health, Addiction and Mental Health and Palliative and End of Life Care that will:
   - Transform the system
   - Modernize and innovate our programs and services
   - Increase capacity of our current system
   - Influence policy development for our populations of emphasis
   - Develop strategic alliances with key partners to leverage strengths and better serve those in need

Strategic Objective 4.2
In order to advocate for those in need, we will:

1. Advocate for those who are often voiceless and vulnerable in our society.
2. Advocate for system change.
3. Advocate for social justice.