



Our people. **OUR PURPOSE.**

2022-23 Covenant report to the community



The past few years have reaffirmed what we have known since our beginning — that Covenant is made up of people with an unwavering sense of purpose. Our people come from many different backgrounds, circumstances and faiths, but they share a deep commitment to live our mission to serve with compassion, uphold the sacredness of life in all stages and care for the whole person — body, mind and soul.

Our people and mission are what have helped us through all the difficulties and stress of the last few years, giving us hope, determination and the physical and mental strength to continue meeting the needs of Albertans.

Our people are also the force behind our vision to transform care and create communities of health and healing. Their commitment to innovation and their passion for the health and well-being of Albertans are helping us bridge gaps in the health system, address unmet needs and bring those at the margins into the community.

As a key part of Alberta's integrated health system, we believe that we fulfill our mission and vision through collaboration and relationships. Our teams are continually engaging with the patients, residents and families we serve; our communities; and our partners to ensure their voices are heard, identify needs and respond to concerns.

This work builds on our more than 155 years of service in the province and a legacy of collaboration, innovation and resourcefulness left to us by our founding Sisters. Women of vision, they found bold and creative ways to care for those most in need in their communities.

In this report, we offer just a few examples of the many ways our people answer the call to support Albertans, whether they work in rural or urban areas, in continuing or acute care, on the front line or in support services. 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 the important and unique contribution Covenant makes to health care in Alberta.

Ed Stelmach,
Board chair

Patrick Dumelie,
Covenant CEO

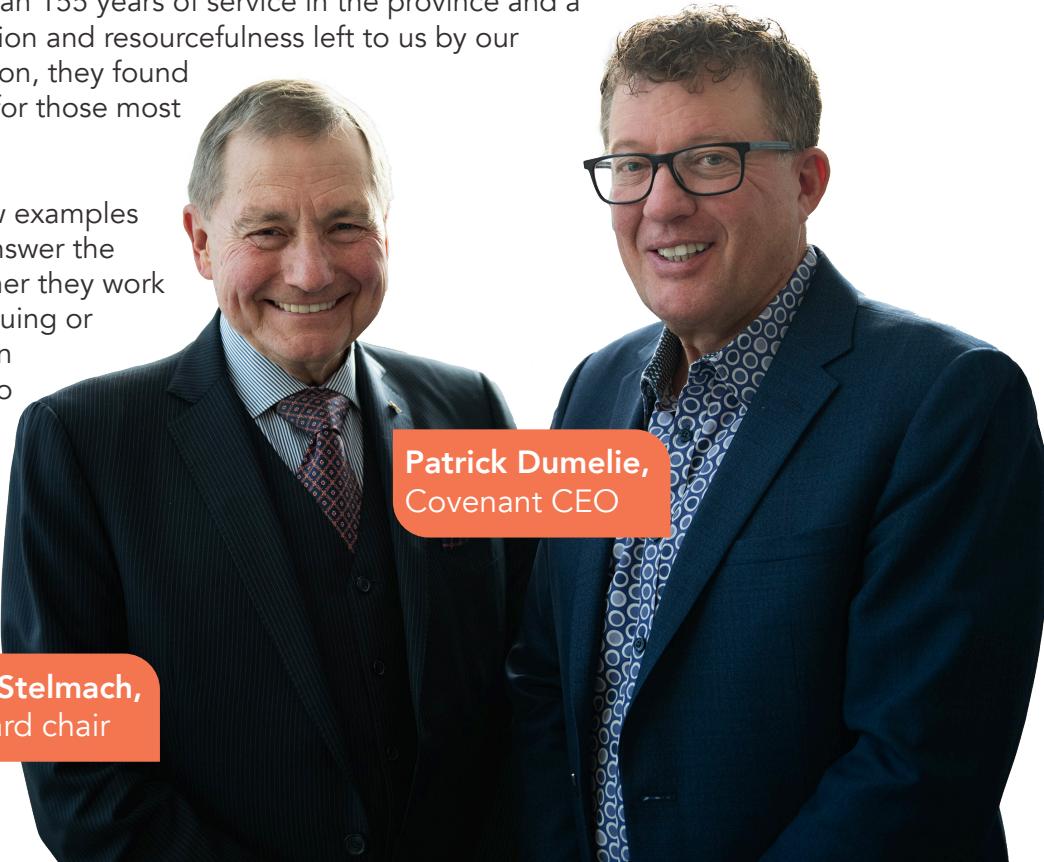




Table of contents

About Covenant	1
Service capacity	2
Our stories	3
Building the workforce we need now and for the future	3
Creating a psychologically healthy and safe workplace	4
Improving inclusivity in our facilities	5
Advocating for palliative care	6
Giving back to our communities	7
Providing new space for emergency care	8
Highlights of the year	9
Facts and figures	11
Covenant Health	11
Covenant Care	13
Covenant Living	14
Covenant Foundation	15

About Covenant

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 those most in need.

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

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

Grande Prairie (community board) ◆

La Crete (future site) ◆

Bonnyville Health Centre +33 ◆30

Youville Home ◆232

Foyer Lacombe ♦22

Chateau Vitaline ♦49

Mary Immaculate Care Centre ◆30

Edmonton General Continuing

Care Centre ◆495

Misericordia Community Hospital +310

Grey Nuns Community Hospital +362

St. Joseph's Auxiliary Hospital ◆202

Centre de Santé Saint-Thomas ♦141 *59

Villa Caritas +150

St. Joseph's General Hospital +24

St. Mary's Hospital +76

Killam Health Centre +9 ◆50

Villa Marie ♦166

Banff Mineral Springs Hospital +12 ◆25

St. Mary's Health Care Centre ◆56

Our Lady of the Rosary Hospital +5 ◆22

Holy Cross Manor ♦100

St. Marguerite Manor ♦128

St. Teresa Place ♦250

Evanston Summit *121

Martha's House *118

Buffalo Grace Manor ♦102

St. Michael's Health Centre ◆202

St. Therese Villa ◆200

St. Joseph's Home ◆20

981 + Covenant Health
acute care beds

59 * Covenant Care
independent living

239 * Covenant Living
independent living

1,564◆ Covenant Health
continuing care beds

958◆ Covenant Care
continuing care beds

Our stories

Building the workforce we need now and for the future

Tiffany Strayer wanted to work as a health care aide, but finances were a barrier to going to school and getting training. That changed when she learned about an opportunity to work while training at Killam Health Centre, a Covenant Health facility that provides both acute and continuing care.

"The training program really fit into my lifestyle," she says. "I couldn't have taken a year off from work to go to school, and I wouldn't have been able to afford it financially."

The program combined on-the-job training as part of Killam's staff with online learning provided by Norquest College in Edmonton. It was initiated at the centre to address a high vacancy rate of health care aides in the continuing care unit.

The centre advertised for 12 student spots in total and soon filled all its vacant positions. All 12 students now have their certificates and are permanent employees at the site. Following the success of the first intake of student-employees, the program is being launched at other Covenant facilities, including St. Therese Villa in Lethbridge and Mary Immaculate Care Centre in Mundare.

"This program is a wonderful opportunity to make a big career change. I find it fulfilling working as a health care aide," says Tiffany.



"I really appreciated being able to work while going to school because I found that I had already learned a lot of things by doing the hands-on training."

Tiffany Strayer, health care aide,
Killam Health Centre

Creating a psychologically healthy and safe workplace

Trisha Tallon believes that everyone deserves to work in a place where they are psychologically safe to be their whole self. As Covenant Health's manager of psychological health and wellness, she spends time helping people understand what that means.

"A psychologically safe environment is one where all basic needs are met and where every reasonable effort is made to protect mental health," she says. "(It) allows you to be yourself and to speak up without fears of negative consequences."

Covenant Health has been promoting psychological safety and mental health for its workforce for many years. It is now recommitting to creating a healthy and safe workplace for all staff, physicians and volunteers. This work connects to initiatives already underway within the organization, for example, existing occupational, health, safety and wellness; quality; and diversity and inclusion programs.

To help build a psychologically safe workplace, Covenant Health has:

- a workplace abuse and harassment policy
- a workplace incident reporting line
- a just culture policy and guide
- an employee and family assistance program
- an ethics centre and clinical ethicists
- chaplains to support spiritual health
- wellness champions and resources
- crisis management support through Homewood Health

"There is no quick fix to creating a psychologically safe and healthy workplace," says Trisha. "It takes intention and time."

"I look at psychological health and safety as being a shared responsibility. It's how we treat our co-workers, and it's how we work together as teams. It needs to be everywhere in the organization."

Trisha Tallon, manager, psychological health and wellness



Improving inclusivity in our facilities

As a day surgery unit clerk at the Grey Nuns Community Hospital, Kaitlyn Mullins sees patients from all walks of life come through her doors, including those who may not identify with their gender or given name. After a day of seeing an unusually high number of patients who couldn't list their preferred name or personal pronouns, she realized the clinic's forms needed to be changed to make the admission process more inclusive.

"I saw firsthand the range in inclusive care our patients received (or didn't receive) that day, and it made me realize there was a need for more education in that area," says Kaitlyn.

During their next staff meeting, Kaitlyn took the initiative to start educating their co-workers about the importance of using a patient's proper pronouns and name and how to add them on their chart.

Kaitlyn recognizes that there will always be mixed reactions among staff, from excitement to learn to hesitation to change, but as she

provided more resources, inclusivity became a regular discussion during staff meetings.

"I am so proud when I see my colleagues making the effort to be more inclusive with their language," says Kaitlyn. "Even small changes in the language you use can really make someone's day."



"There are a lot of patients who might not notice, but for the ones who do, it can make a world of difference. Providing affirming care can make a huge difference in their experience and outcomes."

Kaitlyn Mullins, day surgery unit clerk

Advocating for palliative care

Bill Zheng didn't know much about palliative care until his mother became ill and he became her caregiver. After she'd spent half a year in hospital with no sign of improvement, he began investigating alternatives to the aggressive treatment she was receiving. When he heard about palliative care, he took it upon himself to learn more and to eventually set up palliative home care for his mother.

"All of a sudden, the conversation was about quality of life, about ensuring that the things most important to (my mother) were prioritized while care continued."

The journey of being his mother's caregiver led Bill to become an advocate for palliative care. A nursing student at the University of Calgary, he volunteers with the Palliative Care Public Awareness project, an initiative of Covenant Health's Palliative Institute. He contributed his personal story to an online module called [Understanding Palliative Care](#) to spread the message that palliative care is beneficial to anyone with a chronic condition and should be made readily available.

"If I'd known more about palliative care beforehand, I would have pushed for it sooner, but I'm thankful (my mother) got the care she deserved," says Bill.



Dear Yuanjie,

Congratulations on your admission into the **Bachelor of Nursing** with a major in **BN-Direct Entry** offered by the Faculty of Nursing.

You have been selected to receive a prestigious **President's Admission Scholarship** valued at \$5,000 for the 2022/2023 academic year.



"Palliative care is patient-centred care that respects not just western medical interventions but also the values of the patient and their loved ones. It gives you a better chance of living not only better but longer."

Bill Zheng, Palliative Institute volunteer



Giving back to our communities

Teuny Howarth, Anne Rosgen and Diane Giorgini, residents at St. Marguerite Manor in Calgary, all hope they are making the world a better place for kids in their city.

Teuny, Anne and Diane are among 10 to 20 residents from three Covenant communities — St. Marguerite Manor, Evanston Summit and Holy Cross Manor — who get together every Monday to prepare bagged lunches in support of more than 100 students in northwest Calgary facing food insecurity through the [Brown Bagging for Calgary's Kids](#) program.

"It's really natural to support others, especially others in our own community," says Victoria Slany, Evanston Summit activity and volunteer co-ordinator.

Funding for the sites' participation in the program is provided by Covenant Foundation in partnership with generous donors like the Breakfast Club of Canada.

Students benefit from the program in several ways. They get the nutrition they need to learn, and they can enjoy eating with classmates instead of worrying about not having anything to eat at lunchtime.

"We got involved in the Brown Bagging for Calgary's Kids program because we saw a need in our community, and we were called to help."

Victoria Slany, activity and volunteer co-ordinator, Evanston Summit

Residents also benefit from being involved, says Victoria. They enjoy "creating friendships within and outside their building, making the lunches and fulfilling a need to give back that is often difficult to do in a continuing care location."



Providing new space for emergency care



Treema Hrytsak is glad to see the new emergency department (ED) open at the Misericordia Community Hospital. Two years ago, she was an anxious visitor with a family member who needed emergency mental health care.

"You never think you're going to be the one who needs to visit the ER, but it can happen to anyone. And if you need it, you want the care to be the best it can be," says Treema.

The new ED, which opened its doors in November 2023, not only includes dedicated space for people needing emergency mental health care and their families but also offers expanded treatment areas, a simulation training lab for staff and other amenities. It will be able to accommodate up to 60,000 visits per year in an efficient, compassionate and patient-centred care environment.

Development of the new ED began in 2020 through an \$85-million investment by the provincial government, and it has been supported by the community through donations to a \$2.3-million Covenant Foundation fundraising campaign.

"The new space would have made a world of difference to me when my loved one was receiving emergency mental health care, and I know it will make that experience easier for so many more families like mine."

Treema Hrytsak, family member

"I hope I don't need to come back to the emergency room, but if I ever do, I would want to come to the Misericordia," says Treema. "I feel a great deal of relief knowing this state-of-the-art facility is here."

Highlights of the year

Norquest Teaching and Research Continuing Care Centre

Our work with Norquest College on the Teaching and Research Continuing Care Centre in downtown Edmonton is progressing. Once complete, it will be the first continuing care facility of its kind, formally integrating teaching, research and care provision.

Workforce strategy

To support our transition out of the pandemic, we are developing workforce and talent management strategies that will help us build the workforce we need for the future, reward and recognize our people effectively and foster an environment where our people can learn and grow.

Seniors' Innovation Platform

Our Seniors' Innovation Platform has launched its first major initiative, Project Skip. The project will use technology to connect older adults with the health and wellness services they need to age in place and maintain their independence.

Covenant Wellness Community

Construction has begun on Phase 1 — the Community Health Centre — of our [Covenant Wellness Community](#). Scheduled to open in May 2025, the centre will be a one-stop wellness destination for southeast Edmonton and a model of community-based care for Alberta.

Patient safety culture

To cultivate a culture of patient safety, we are implementing our Patient Safety Culture Optimization Plan, with an emphasis on eliminating preventable harm. The plan will be rolled out in phases through surveys, organizational assessments and other initiatives.

COURAGE: Action for Better Aging initiative

We continue to partner with SE Health in Ontario on the [COURAGE](#) initiative. Together, we hosted a virtual summit that brought 181 changemakers together from across Canada to develop a roadmap of 16 actions for reimaging aging.

La Crete Maternity and Community Health Centre

We were pleased to be the chosen operator for the new La Crete Maternity and Community Health Centre in northern Alberta. The facility will provide primary care and basic health services to people in the area.



Construction of the community health centre at the Covenant Wellness Community will be completed in 2025.



Multicultural mental health services

We are collaborating with Multicultural Health Brokers to improve access to culturally relevant addiction and mental health services for the South Asian community. Funding for this project is in place until March 31, 2025.



Palliative care projects

Our [Palliative Institute](#) is working on three critical grant projects. The projects are designed to help Albertans make informed decisions about their future care, educate the public about palliative care and establish standardized, competency-based palliative care education programs for healthcare workers.



Diversity and inclusion

We continue to promote [diversity and inclusion](#) throughout our organization. Along with assessing systemic racism and discrimination and developing Indigenous, LGBTQ2S+ and Black advisory bodies, we are providing educational events, reviewing our use of language and developing an Indigenous health program.



Patient and resident experience



We continue to implement our 2023-26 Patient and Resident Engagement Plan, which focuses on supporting meaningful patient, resident and family engagement across Covenant. The plan includes recruiting and retaining Covenant partners — volunteers who are helping improve the patient and resident experience.

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.

Facts and figures

 **11,513**
active employees

 **1,241**
volunteers

 **72,253**
volunteer hours

 **945**
prime physicians¹

 **1,567**
additional physicians²

 **531,879**
resident days
(continuing care)

 **333,184**
acute patient days

 **171,046**
emergency visits

 **372,740**
outpatient visits

 **26,111**
surgery cases

 **8,328**
babies born

 **241,720**
diagnostic imaging exams

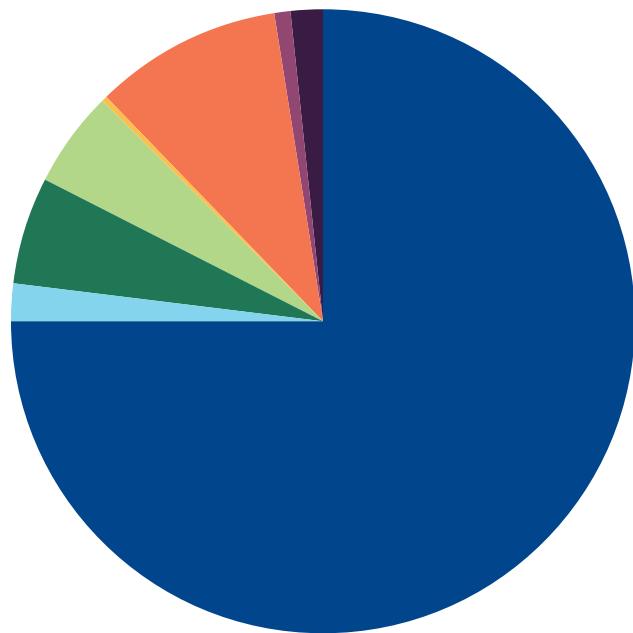
¹Primary physicians designate a Covenant Health facility as their primary site for practice.

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	\$682.8M
Drugs and gases	\$19.3M
Medical and surgical supplies	\$50.0M
Other contracted services	\$44.8M
Interest on long-term debt	\$3.8M
Other	\$87.0M
Amortization	
Capital equipment	\$7.0M
Facilities and improvements	\$15.1M

Total 2022-23 budget \$909.9M



Good stewardship

In 2022-23, 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.

Facts and figures

 **1,097**
employees

 **4,675**
volunteer hours

 **276,975**
resident days
(continuing care)

 **113**
volunteers

 **915**
beds

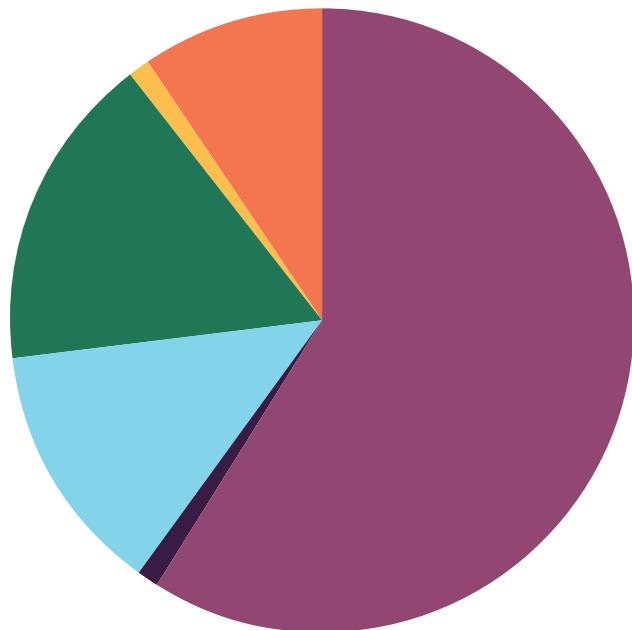
Financials

Salaries and benefits	\$47.4M
Medical and surgical supplies	\$1.0M
Other contracted services	\$10.5M
Other	\$13.1M

Amortization

Capital equipment	\$1.0M
Facilities and improvements	\$7.4M

Total 2022-23 budget \$80.4M



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 2022-23, 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.

Facts and figures

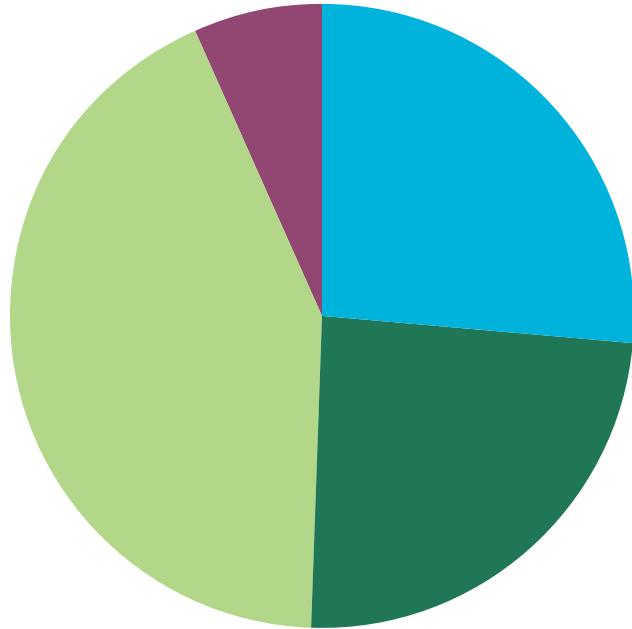
 **83**
employees

 **2**
locations

 **239**
suites

Financials

Salaries and benefits	\$2.0M
Other contracted services	\$1.7M
Other	\$3.2M
<hr/>	
Amortization	
Capital equipment	\$0.5M
<hr/>	
Total 2022-23 budget \$7.4M	



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

Covenant Foundation proudly supports Covenant Health, Covenant Care and Covenant Living and their more than 155-year legacy of healing the body, enriching the mind and nurturing the soul by focusing philanthropic support on health issues facing vulnerable and underserved populations and on the unmet needs of communities.

Facts and figures

 **\$7.05M**
in funds raised

 **More than \$2.5M**
in funds committed

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

 **151**
grants funded





Covenant
Health



Covenant
Care



Covenant
Living



Covenant
FOUNDATION