

Annual report to the community

2011



ANSWERING

# the Call



**Covenant  
Health**

*Compassionate care led  
by Catholic values*



## 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.

*“Service through Christ”, a permanent monument honouring the legacy of Catholic Sisters, was unveiled by Premier Ed Stelmach on the Alberta Legislature grounds September 28, 2011.*



**Covenant  
Health**

*Compassionate care led  
by Catholic values*

Covenant Health is Canada’s largest Catholic health care organization, with almost 15,000 physicians, employees and volunteers in 12 communities. A major provider in Alberta’s integrated health system, Covenant Health works with Alberta Health Services and community partners to positively influence the health of Albertans through a broad range of programs and services in our hospitals, health centres and continuing care facilities.

[covenanthealth.ca](http://covenanthealth.ca)



# Answering the Call

## LEADING WITH COURAGE AND COMPASSION

This year, Covenant Health joined with the Catholic community to honour the Catholic Sisters who helped build our province, responding to the needs of Alberta communities over the past 150 years.

We are proud to celebrate these courageous women who established the first hospitals, orphanages, schools and social welfare programs in pioneer towns across the prairies. As they cared for individuals and families—body, mind and soul—they sowed the seeds for the strong health, education and social service systems Albertans rely on today.



Patrick Dumelie and John Brennan

The Sisters were true leaders. Called by Jesus Christ, these astute and intrepid women responded to the needs of their times, seeing in the face of all they served a human being deserving of mercy, compassion and practical support.

Through personal interaction and by their example, the Sisters have encouraged and inspired us in many ways. Their legacy is a gift entrusted to us. The Catholic Sisters' Legacy Recognition Project (see story on page 4) is not just a celebration of their contribution to Alberta's history. It is a call to action for all of us.

Today, our leaders bring the same determination, resourcefulness and compassion in responding to the needs of our patients and residents and the communities we serve, compelled by the same Spirit that called and sustained the Sisters in their work.

This call to compassionate care has its roots in the healing ministry of Jesus and is at the heart of our mission as Covenant Health. It drives us to meet the growing and changing needs of Albertans, to be of greater service to the provincial health system, to work together with our communities, and to lead with quality, innovation and compassion.

In this, we are truly blessed by the men and women of Covenant Health who bring their passion to work each day and who find meaning and purpose in their service to others. Each and every day we see the Sisters' legacy living on in our physicians, employees and volunteers—in their wise stewardship, team spirit, skillful work and enduring commitment to the people we serve.

We hope, through the stories you read here, you will get a sense of the mission, the people and the passion that are the source of our strength and resilience as an organization.

We are grateful for the generous encouragement and guidance the Sisters continue to provide us. As we follow in their footsteps, we look forward to continuing our work with Alberta Health Services and the Government of Alberta to serve where we are needed most.

**W. John Brennan**  
Board Chair

**Patrick Dumelie**  
President and CEO

October 2011

# 2010/11 YEAR-IN-REVIEW

We have celebrated many accomplishments as we work towards our vision to be of greater service. This year, Covenant Health:



- finalized and signed a Cooperation and Services Agreement with Alberta Health Services.
- received Accreditation status from Accreditation Canada, meeting 98.6 per cent of the standards reviewed by the surveyors.
- opened Villa Caritas, our new 150-bed geriatric mental health facility, which included the transfer of 106 beds from Alberta Hospital Edmonton, for an overall increase of 44 beds.
- welcomed St. Joseph's Home in Medicine Hat to the Covenant Health family, following more than a year of planning with the Carmelite Sisters, and received approval from Alberta Health Services for a 10-bed palliative care project, as well as 10 community service beds, for this facility.
- advanced our Palliative Care/ End-of-Life Strategy, establishing central office space, implementing End-of-Life Care Pathways across the province and making presentations before the Parliamentary Committee on Palliative and Compassionate Care in Ottawa.
- set action plans for our eight rural facilities, building on the 2010 Rural Health Strategy developed in collaboration with Alberta Health Services and in consultation with community, clinical and administrative leaders.
- continued to develop the Seniors' Strategy and prepare for the expansion of services with the purchase of land in Lethbridge, Red Deer and Calgary, the development of a model of care for Killam and ongoing planning for the new facilities.
- launched Interpretive Services throughout Covenant Health, with almost 1,000 cases served in 2010/11.
- led a Catholic Sisters' Legacy Recognition Project, in collaboration with the Catholic community, to honour the contributions of the Catholic Sisters to the development of the province.
- developed employee engagement action plans based on an extensive survey of all staff, which showed improvement in each of the 12 engagement categories and progress in overall engagement levels.
- completed our first physician engagement survey, offering insight into the high levels of dedication and commitment among our medical staff.
- implemented the Reporting and Learning System, a new event reporting system, across the organization, in collaboration with Alberta Health Services.
- established and approved Covenant Health Medical Staff Bylaws.

## Strategic Directions

Live our mission and values in all we do  
Build and engage our team  
Continuously improve quality and safety  
Respond to those in need  
Engage and work with community

# Facts and Figures

QUICK FACTS

Our facilities have 12 per cent of Alberta's acute care beds.

One in three physicians in Alberta has privileges to provide care at a Covenant Health facility.

## TEAM

Employees — 9,434

Physicians — 1,049\*

Volunteers — 2,903

\* These physicians designate a Covenant Health facility as their primary site for practice. There are an additional 1,551 physicians who also have privileges to care for patients and residents in our facilities.

## SERVICE CAPACITY

13 Community Service beds (respite)

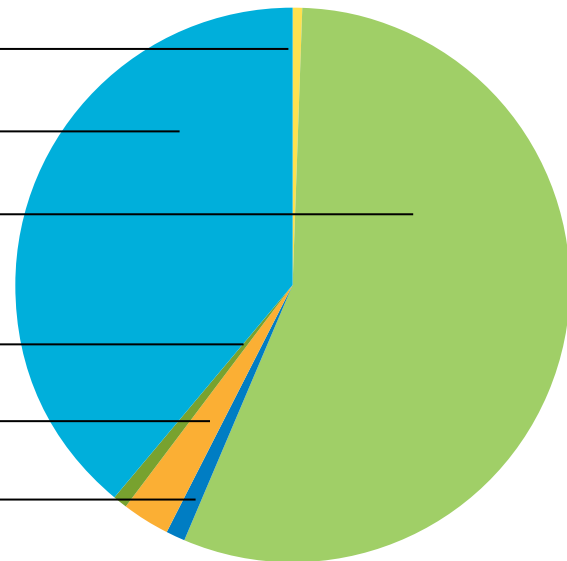
954 Acute care beds

1,366 Continuing care and designated supportive living beds

20 Sub-acute care beds

71 Palliative beds

24 Rehabilitation beds



## 2010/11 ACTIVITY

Emergency visits — 177,087

Outpatient visits — 385,851

Resident Days — 508,038

Surgeries — 37,790

Deliveries — 9,002

Diagnostic imaging exams — 295,603

Lab tests — Over 2.5 million

## FINANCIAL OVERVIEW

2011/12 Annual Operating Budget — \$ 721 million

## 2010/11 ACTUAL EXPENDITURES (in thousands of dollars)

\$ 482,544 Salaries and benefits

\$ 12,909 Drugs and gases

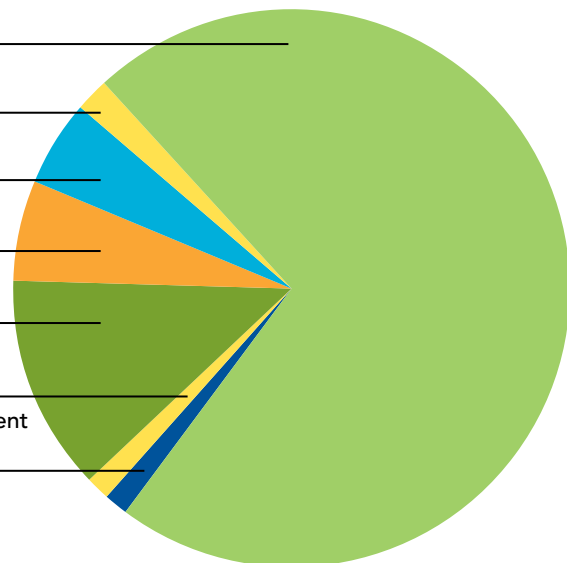
\$ 34,064 Medical and surgical supplies

\$ 38,334 Other contracted services

\$ 83,604 Other

\$ 9,912 Amortization - capital equipment

\$ 8,571 Amortization - facilities and improvements



QUICK FACTS

Our teams handle approximately 1 out of every 11 visits to emergency departments in the province.

We operate 6.5 per cent of the provincially funded continuing care and supportive living spaces in Alberta.

Covenant Health 2010/11 Audited Financial Statements are available at [www.CovenantHealth.ca](http://www.CovenantHealth.ca)



Janine Landry (centre) with her colleagues Tyson Brochu and Marjorie Bain

# LIVING the Legacy

## Janine Landry's life started with the Sisters.

In 1961, Janine was born into the hands of the Misericordia Sisters, who cared for her until she was adopted at one month old.

"I was always thankful for the Sisters. They were the first ones, holding me, feeding me and loving me," said Janine, a Clinical Nurse Educator at Covenant Health.

Janine is one of countless individuals whose life has been lifted up by the Sisters.

Religious women were the founders of health care, social services and education in Alberta, and they've been serving the province in these areas for over 150 years.

In 2011, Covenant Health joined with other Catholic organizations in the province to lead the Catholic Sisters'

Legacy Recognition Project, which includes a permanent monument on the Alberta Legislature grounds.

The bronze figure of a Sister, created by St. Paul sculptor Herman Poulin, is titled "Service through Christ". The apron-clad figure strides forward, offering a stained-glass artwork that conveys the depth of the Sisters' faith and trust in God's love and their commitment to share it with those in need.

The monument bears the names of 74 congregations who served in pioneer settlements and communities. They helped to lay the foundation for Alberta society by establishing the first hospitals, schools, boarding houses and orphanages.

The Sisters were real women, who attended to real issues, regardless of faith, culture or circumstance.

"They're as human as you and I, but they had a singular resolve to do work that was not about them," said Gordon Self, Vice President of Mission, Ethics and Spirituality at Covenant Health. "They were called by God to be the face of Christ shining through the practical support they provided others."

Marilyn Weber witnessed the Sisters' dedication first hand.

"They had high standards and people came first, that was for sure," said Marilyn, who worked with the Sisters at Our Lady of the Rosary Hospital in Castor from 1977 until the day the last Sister retired from the facility in 2006. "They did shift work, took call, went in the ambulance. We all worked as a team and nothing was below or beneath any of us."



Born and raised in Castor, Marilyn was also taught by the Sisters through grade school. Her life reflects many of the lessons they instilled in her.

"In Grade 6, I had to write an essay on what I planned to do after I finished Grade 12. The Sisters always encouraged there was more to your education than graduating from high school," said Marilyn, who moved to Calgary, and later Edmonton, for nursing education.

Now Executive Director of Our Lady of the Rosary Hospital, Marilyn says she always respected the Sisters' business savvy.

"I remember travelling on Highway 12 with hospital administrators, who were mostly men in those days. They were teasing Sister Claire for not running deficits. She told them that wasn't the way the Sisters did business. They admired her. Just to be out there rubbing shoulders with all these men showed me that women could be in that environment."

And when Marilyn was faced with a three per cent budget reduction in 2009, she rallied her team in Castor to work together to find creative solutions to have the least impact on patients. Her compassion, professionalism and dedication earned her the Covenant Health Mission Award for Integrity in 2010.

Gordon hopes the Catholic Sisters' Legacy Recognition Project will encourage many, like Marilyn, who are inspired by the Sisters' example and

share their commitment to create a better world.

"The project is recognition of what has been done, but it's also an inspiration and challenge about what we must continue to do," said Gordon. "A hundred and fifty years from now, what will be said about the pioneering work we're doing?"

Today, Janine's life continues with the spirit of the Sisters, as she honours and carries on their legacy in her work at the Grey Nuns Community Hospital.

Every day, Janine wears a nametag that reads, "I'm living my dream at Covenant Health and I'm loving it!" More than half of the 118-member team has adopted the idea, wearing nametags with their own individual declarations.

As a Clinical Nurse Educator in the Emergency Department, Janine educates, mentors and supports staff to make sure standards of nursing practice are kept up to date. In addition to policies and procedures or Accreditation standards, Janine's respect for people is passed on.

"I always ask staff after they meet with a patient, 'What colour were their eyes?' If they can tell me their eye colour, that proves they were attentive with their patient. If you're good to your patients, they're going to remember that."

Janine feels at home at the Grey Nuns, having worked closely with the Sisters at the Grey Nuns Regional Centre in the 1990s. She had always felt called

to a career in nursing, and it was the Sisters who encouraged and inspired her to pursue her nursing degree later in her life.

Janine shares the Sisters' values—the same Catholic values Covenant Health lives by as an organization: compassion, respect, collaboration, social justice, integrity and stewardship.

"I believe in those values and I strive to apply them on a daily basis, personally and professionally," said Janine, who was the 2011 recipient of the Mission Award for Integrity. "I, too, want to make a difference like the Sisters, and I do in my own little ways."



Marilyn Weber

## COVENANT HEALTH'S FOUNDING CONGREGATIONS

### **Carmelite Sisters of the Divine Heart of Jesus**

St. Joseph's Home, Medicine Hat (1951)

### **Daughters of Wisdom**

Our Lady of the Rosary Hospital, Castor (1911)

### **Misericordia Sisters**

Misericordia Community Hospital, Edmonton (1900)

### **Sisters of Charity (Grey Nuns) of Montreal**

Edmonton General Continuing Care Centre (1895)  
Grey Nuns Community Hospital, Edmonton (1988)  
Youville Home, St. Albert (1863)

### **Sisters of Charity of Notre Dame d'Evron**

St. Joseph's General Hospital, Vegreville (1910)  
Bonnyville Health Centre (1919)  
St. Mary's Health Care Centre, Trochu (1909)

### **Sisters of Providence of St. Vincent de Paul (Kingston)**

St. Joseph's Auxiliary Hospital, Edmonton (1927)  
St. Mary's Hospital, Camrose (1924)

### **Sisters Servants of Mary Immaculate**

Mary Immaculate Hospital, Mundare (1929)

### **Sisters of St. Joseph of London**

Killam Health Centre (1930)

### **Sisters of St. Martha of Antigonish**

Banff Mineral Springs Hospital (1930)  
St. Michael's Health Centre, Lethbridge (1929)

# IMPROVING PRACTICES FOR patient

The exemplary results of Covenant Health's first Accreditation audit in December 2010 were a testimony to the power of collaboration—and marked a significant milestone in the personal and professional journey for staff at one rural site.

With an overall score of 98.6 per cent, Covenant Health received one of the highest marks ever awarded by Accreditation Canada, an external peer review body that sets acceptable standards of quality health care.

"We achieved success because of our values and our shared sense of purpose," said Lorraine Zimmermann, Quality Consultant. "When you believe in people and give them the right tools, you go beyond standards."

In November 2010, several Covenant Health facilities across the province were visited by auditors, who evaluated practices in hospice/palliative care, infection prevention and control, long-term care, medication management, and sterilization and reprocessing of medical equipment.

The result was particularly meaningful for St. Joseph's General Hospital in Vegreville.

In their report, the auditors noted the infection prevention and control program, "has not only been adopted by a rural site, it has thrived. The awareness and practices at the St. Joseph's General hospital site in

Vegreville is a glowing example of the Covenant Health Infection Prevention and Control program in action."

This was high praise for St. Joseph's, where in 2007, services were greatly reduced in order to make changes for patient safety. It was a difficult time for everyone in the Vegreville hospital and community.

In 2008, Covenant Health was formed to refresh a vision for Catholic health care in Alberta and to leverage the strengths of 16 Catholic facilities across the province, including St. Joseph's. Already working to make improvements for patient safety, St. Joseph's staff became part of a larger team focused on continuously improving quality and service. Bit by bit, the facility was renovated and standards of practice were harmonized.

Margaret Johnson, an RN at St. Joseph's, says the 2007 closure was demoralizing for staff, but every staff member took responsibility and committed to changing practice.

"People pulled together because we were all criticized—every single person in the hospital has a role

in whether someone gets an infection. We learned together and supported each other," said Margaret, who was also site lead for infection prevention and control.

Accreditation presented Covenant Health with an opportunity to focus on standardizing policies and procedures and sharing best practices across all facilities.

Susan Jacka, an Infection Prevention and Control Practitioner, says the key to success was a desire to work together.

"We had to make sure we came in and understood where they were coming from and fostered an environment of collaboration. 'We'll listen to you and we hope you'll listen to us'. People bought into that because we're providing them with continual support and education," she said.

As Accreditation team lead for infection prevention and control, Susan worked directly with Margaret to help the





# safety



The team at St. Joseph's General Hospital in Vegreville

Vegreville facility prepare for the audit. She said the results are a reflection of the pride and sense of social justice the staff demonstrate every day.

Accreditation presented Covenant Health with an opportunity to focus on standardizing policies and procedures and sharing best practices across all facilities.

"Ethical integrity really did shine through. We want to keep patients safe. Now we know the best practices and we want to live those," said Susan.

Today, St. Joseph's has one of the best hand hygiene rates of all Covenant Health facilities.

Sheli Murphy, Vice President of Rural Health Services and Executive Lead for Professional Practice, speaks with reverence for what the staff accomplished.

"The front line staff truly recognized the need to change and they took ownership and moved the change forward. I couldn't do it, their executive director couldn't do it, our infection prevention and control people couldn't do it. The staff took it on and they came from a very difficult place—not just within the facility, but within their own personal lives—and they turned it around," said Sheli.

"In two and a half years, they've become a real model of how we can do things in rural Alberta."



Dr. Sandra Demaries

# LEADING the Way

When Dr. Sandra Demaries was considering a move to Edmonton in 2010, she found the perfect fit for her passion and her expertise in Villa Caritas, Covenant Health's new 150-bed geriatric mental health facility serving seniors with complex medical and mental health needs.

The 37-year-old geriatric psychiatrist is drawn to work with these extremely vulnerable seniors because she has profound respect for her patients, a desire to learn from those she serves, and a passion for working with their families and her colleagues to tackle the complex problems they face.

Moving from North Bay, Ontario months before Villa Caritas opened, Dr. Demaries was excited about being part of a strong team leading a world-class program set to grow 42 per cent in an improved care environment.

"It was very clear to me that this was an exceptional group of physicians," she said. "I was drawn to work with them and to open up a new facility and deal with all the good things and challenges that come with that."

"Our ultimate goal is to restore quality of life," she said. While addressing the mental health challenges and the physical symptoms of patients, the team also considers broader factors, such as living conditions, family support and socialization. "Mental health has shifted towards more community-based care, having patients in the least restrictive setting possible

where they can still be well. Ultimately, you want to help them return back to their community."

Dr. Demaries especially appreciates how well the team works together to meet the needs of patients and to take advantage of the benefits of the bright, spacious care environment.

"With the layout of Villa Caritas, you can't help but be visible and present. The patients have a lot of access to nurses, physicians, social workers and our allied health team—recreation therapy, spiritual care and physical and occupational therapy," she said. "We are a very tight-knit group and we are really making tremendous strides to develop programming and involve patients in various activities right here in the hospital."

**"Mental health has shifted towards more community-based care, having patients in the least restrictive setting possible where they can still be well. Ultimately, you want to help them return back to their community."**

Dr. Demaries sees great potential for the program and for opportunities to collaborate with the Misericordia Community Hospital in sharing expertise and resources.

"There is a genuine interest in seeing Villa Caritas develop into a really state-of-the-art facility," she said. "We want to continue to work as hard as we can with our organization to make this hospital a national leader—and international leader—in geriatric psychiatry care."

Covenant Health operates 250 beds across the province dedicated to caring for those with mental illness



"We cannot all do great things,  
but we can do small things with  
great love."

— Mother Teresa

## GRANTING DREAMS

# Making Memories

Anne Stretch wanted to fly. Confined to a wheelchair, the 84-year-old resident at the Edmonton General Continuing Care Centre dreamed of taking her first-ever airplane ride, over the old family farm.

Anne's dream was one of almost 130 dreams that have come true since 2004, thanks to Second Wind Dreams, a program that owes its success to some dedicated volunteers and the generous support of the community.

Anne's daughter, Dianne Stretch-Strang, became involved with the program soon after its inception at the Edmonton General, and she now serves as its co-chair. Similar programs have since been established at other Covenant Health facilities in the province to bring joy, comfort and a greater sense of fulfillment into residents' lives.

"Anybody who's had family in long-term care knows it can be emotionally difficult. But if there are other aspects you can be involved with—happy things—then it helps to keep you going," said Dianne, who spends her spare time preparing welcome packages for new residents or helping to plan the implementation of the next dream.

Dianne says she is constantly amazed at the willingness of individuals and businesses to pitch in and help. The requests are often simple: a special dinner, a daytrip to the lake, tickets to an Oilers game or a play at the Citadel. One resident wanted the border of her room decorated with plastic flowers; another asked for \$20 to spend at a Dollar Store.

No matter the size of the request, the effect is immeasurable.

"When the dream is fulfilled, that resident will talk about it for weeks and weeks afterward and be so happy," said Dianne. "It does so much for their personal mental health."

Anne passed away in 2010, and looking back, Dianne's not sure how long her mother was able to remember the experience, but it's one she'll never forget.

"It was a very special memory for my husband and I to be able to do that with her."



Dianne Stretch-Strang with welcome packages

Volunteers contributed  
more than 215,000  
hours last year



# WALKING together

Death is a natural progression; it's the end of a journey and a sacred time for people and the loved ones who support them. For those who work in continuing care facilities, it's part of daily life.

To better guide care teams in supporting residents, patients and their families during the last hours or days of life, Covenant Health has implemented the End-of-Life Care Pathway, a detailed process for initiating and carrying out individualized, holistic end-of-life care.

The standardized tool has helped staff become more comfortable with supporting end-of-life care, says Mohammed Kulmiye, Resident Care Manager for Unit 5 at Youville Home in St. Albert.

"The Pathway has made it easier for us to communicate with families without them thinking we're somehow hastening death," said Mohammed. "Now the families are informed and they can participate in the process in a more meaningful way."

Based on 15 years of best practice, the Pathway is adapted from the Liverpool Pathway, a tool developed in England. The organization piloted it at St. Joseph's Auxiliary Hospital in Edmonton before introducing it throughout Covenant Health in spring 2010.

The Pathway focuses on finding both physical and spiritual comfort for the resident, including adjusting medications and treatments to



Mohammed Kulmiye

make them more comfortable, and honouring their personal rites and rituals. Communication is also emphasized—among members of the care team and with the family.

When a patient or resident exhibits a combination of specific symptoms that indicate they are nearing end of life, any member of the health care team can initiate the Pathway. With each case, there is a preliminary assessment before the process is reviewed with the resident and their family or caregiver.

Youville staff say the Pathway enhances consistent care. The step-by-step approach has improved the end-of-life experience for families, especially when they have difficulty understanding the process.

"The biggest impact I have seen with the Pathway is the gratitude of the family members," said Dawn Gammon, Nurse Practitioner at Youville Home. "Sometimes families

don't understand their loved one is dying. The Pathway allows the family to gain an understanding and participate in providing the best care and comfort possible for their loved one. They actually thank me for sharing the reality of their loved one's current life situation and appreciate it being so honest and forthright."

Consistent, compassionate care is a priority for facilities like Youville Home, where over 230 residents live.

"This is not a hospital; this is their home," said Dawn. By allowing residents to remain in their home on

Covenant Health operates more than one-quarter of the palliative and hospice beds outside hospitals funded by Alberta Health Services



# COMPLETING the Circle

Expecting mothers on Kehewin Cree Nation near Bonnyville are benefiting from the joint support of three separate care providers in the area.

Kehewin resident Ashley Moosepayo, who suffered from high blood pressure and gestational diabetes during her first pregnancy, says a prenatal program offered at her local health centre helped her take ownership of her health.

"I learned stuff I didn't know about labour and delivery, cooking healthier food and exercising," said Ashley, who delivered a healthy son in September 2010.

In 2008, a partnership was developed between the Kehewin Health Centre, a Kehewin Cree Nation facility that runs the prenatal education program Ashley attended; the Bonnyville Primary Care Network, which provides health services in the area; and the Bonnyville Health Centre, a Covenant Health facility where the majority of Kehewin women deliver their babies.

During bi-weekly visits to the Kehewin Health Centre, the women chart their own blood pressure and weight and discuss a range of subjects in a group setting, from nutrition to breastfeeding. They also meet with a physician once a month.

Behind the scenes, staff from each organization share medical records and weekly assessments, and they regularly meet to discuss patients, which is important with high-risk cases like Ashley.

**During bi-weekly visits to the Kehewin Health Centre, the women chart their own blood pressure and weight and discuss a range of subjects in a group setting, from nutrition to breastfeeding. They also meet with a physician once a month.**

"You have a much better picture of the patient when they arrive at the facility," said Linda Chislett, Assistant Head Nurse at the Bonnyville Health Centre. "The patients are also much more aware. They know what questions to ask and they understand the information we need to get across."

Linda says the Bonnyville Health Centre is working to set up a similar relationship with another reserve in the area, Frog Lake First Nation.

The Town of Bonnyville has a population of about 7,000, but it serves 27,000 people within a 30-minute drive.

the Pathway, "it allows dignity in death, it heightens care."

St. Mary's Health Centre in Trochu has been able to use the Pathway for one patient since it was introduced. Simonne Frere, an RN at the 56-bed continuing care facility, says more than anything, she appreciates Covenant Health's approach to palliative care, feeling it's in line with the foundation of the Sisters.

"As people who respect human life in all stages, we need to provide adequate pain relief and provide comfort and support to families at end of life. It's important we're leaders in this, providing a knowledge-based and compassionate service," said Simonne.

The Pathway is part of the organization's Palliative End-of-Life Care Strategy, a three-year plan to enhance palliative care research, education and services for Albertans.

1 in 6 Alberta babies is born at a Covenant Health facility



Marc Tercier and David Marah

## FORGING relationships

From a distance, Marc Tercier and David Marah seem more like friends than social worker and patient as they sit outside chatting.

David, who is receiving care for paranoid schizophrenia at the Grey Nuns Community Hospital, says in the eight years he has battled mental illness, he has never met anyone in the health system like Marc.

"He is hard working guy," said David. "He has built a relationship I will never forget."

Marc is part of a team of six social workers at the Grey Nuns who were recognized this year with Covenant Health's Mission Award for Social Justice because they regularly push the boundaries to help patients who don't have means to help themselves.

A crusader with a penchant for straight talk, Marc says Covenant Health's values and leadership make it possible for him to do whatever it takes to help his patients.

Marc excels at finding ways to make systems work for people, sometimes bending or flexing the rules to find solutions. "That is my orientation and I have found a place that kind of celebrates that. I don't fear using my judgment making decisions," said Marc, who has worked at Covenant Health for five years.

Originally from Sierra Leone, David made it to a refugee camp in Ghana before being accepted into Canada. He was optimistic about his future when he first arrived here, but things soon started to change.

"I used to work a good job, but through this problem I was having, I get stressed, depressed. I get sick," explained David. "They lay me off or I quit. Then I live in shelters. I sleep outside because I don't know my problem."

After Marc was assigned to David, he lined up accommodation for him in a group home. When that wasn't a good fit, he set David up in an apartment. When David came up short for his first month's expenses, Marc worked to access funds for David.

David is extremely grateful for Marc's efforts. And while success is still no guarantee, they both feel better about the odds.

"That is what it is, a deal. He lives up to his end and I live up to mine," said Marc. "There is as much potential for failure as there is success. That is the honesty of the relationship I have with David. I don't want 50/50, I want 60/40, I want 70/30. I want him to do the stuff for himself that is going to make him successful in his independence, and he is doing everything correctly."

Both men know that with mental illness, there are no guarantees, but with Marc's efforts and David's heartfelt desire to say healthy, they are hopeful. And Marc goes home at night knowing he has done his best to improve David's chances.

Meet our 2011 Mission Award recipients at [www.covenanthealth.ca/about-us.html](http://www.covenanthealth.ca/about-us.html)



# Our Team

## BOARD OF DIRECTORS

W. John Brennan, Chair	Dennis E. Grant	Shirley McClellan
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Michael Dimnik	Richard Leavens	Archbishop Richard Smith, Ex-Officio
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## ADMINISTRATION

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Jennifer Haggerty Vice President Planning and Support Services	Dr. Jeff Robinson Sr. Vice President Medicine	Michael Shea Vice President Board Support

## FOUNDATIONS

Ten foundations are very active in their communities supporting Covenant Health's work. Together, our foundations raised \$6.4 million in 2010/11.

**Bonnyville and District  
Health Foundation,**  
Bonnyville

**St. Mary's Hospital  
Foundation,**  
Camrose

**Our Lady of the Rosary  
Hospital Foundation,**  
Castor

**Caritas Hospitals  
Foundation,**  
Edmonton and  
St. Albert

**St. Joseph's Auxiliary  
Hospital Foundation,**  
Edmonton

**Killam and District  
Hospital Foundation,**  
Killam

**St. Michael's Health  
Centre Foundation,**  
Lethbridge

**Mary Immaculate  
Hospital Foundation,**  
Mundare

**St. Mary's Health Centre  
Foundation,** Trochu

**St. Joseph's General  
Hospital Foundation,**  
Vegreville

To find out more about how you can support our work, contact your local facility or visit [www.covenanthealth.ca/donations.html](http://www.covenanthealth.ca/donations.html)

## 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

Healing the Body

Enriching the Mind

Nurturing the Soul



## Covenant Health

*Compassionate care led  
by Catholic values*

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