

Message from Penny Reynolds, Interim Chief Operating Officer

Through the hard work and dedication of staff, physicians, volunteers, and families, we have been supporting individuals living with chronic disease or disability to live more fully for over 50 years.

As our population ages, there is a growing demand for continuing care services. CapitalCare is meeting this challenge by expanding services in Edmonton and area. Our Strategic Plan for 2021 outlines our goals for developing and delivering programs and services to individuals living in the community, as well as in our care centers.

Our mission, to provide person-centred care with dignity and kindness, requires us to shift from an institutional model of care to a more social model of living. We are achieving this shift with the full efforts of the CapitalCare community - staff, physicians, volunteers, residents and families – and by living our values.

As I reflect on all that has been achieved, and the opportunities ahead, I feel optimistic about our vision of creating a community of continuing care excellence where people care for people. The work we do is hard; and change is hard. I am confident that the compassion and dedication I have seen throughout our organization will continue to move us forward in our person-centred care journey.



Vision

A community of continuing care excellence where people care for people

Mission

We provide person-centred care with dignity and kindness

Values

- Be Yourself
- Be Present
- Come from the Heart
- Put People First
- Empower Others
- Act Responsibly
- Work Together with Purpose
- Balance Living with Safety
- Grow and Learn

Executive Summary

CapitalCare is the largest public provider of continuing care services in the Edmonton area, and a wholly-owned subsidiary of Alberta Health Services. With over 2,700 staff and nearly 1,000 volunteers, we provide person-centered, quality care and services to meet the changing needs of older and disabled adults living in our 10 care homes as well as in the community.

A scan of the external environment reveals that older adults today are living at home longer, arriving at long-term care homes later, and have more complex health issues. As well, they are more assertive, health conscious, and want to be partners - rather than recipients - in care.

Other relevant issues identified are;

- more people aged 65 and over
- an aging workforce
- low health-care staff recruitment rates
- high incidence of burnout and injury
- funding challenges, and
- an increased need for better data management of health information and outcomes for more efficient delivery of quality care.

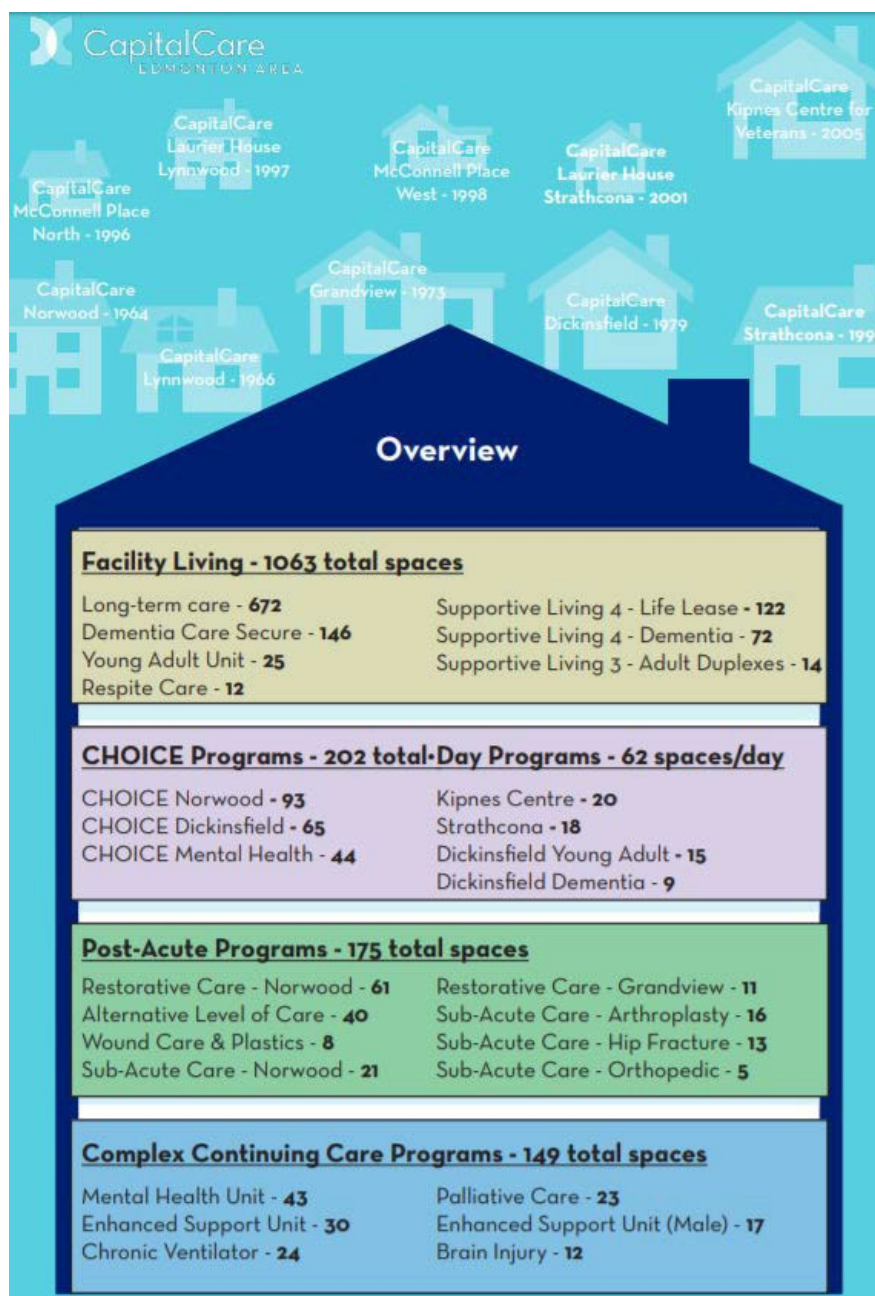
Given these trends and challenges, we undertook a thorough, collaborative consultation process with various stakeholders, and identified the following seven strategic directions:

1. Access: Be leaders in developing and delivering needed continuing care programs and services
2. Leadership: Support and develop relational leaders; promote “closer-to-resident” philosophy
3. Innovation: Embed quality improvement with all team members and encourage innovative approaches to care
4. Resources: Use our resources responsibly to support best resident care
5. Engage: Involve residents, families and volunteers as partners in our care communities
6. Work Culture: Grow an organization where our people and teams flourish with meaning and purpose
7. Communication: Develop open, inclusive processes to communicate what’s important.

CapitalCare’s strategic plan for 2017 – 2022 presents a roadmap of how to ensure that we are continually innovating and making life better for all who live in, work at, or visit our centres.

Organizational Overview

In response to changing demographics and trends - older people entering long-term care centres with conditions that are more complex and at a later age - we have adapted by adding new programs (e.g. day support and complex continuing care programs) as well as adapting current programs to accommodate residents, patients and clients with more complex conditions.



Our People Overview



CapitalCare staff are predominantly older (current average age of 47), long-serving (average tenure 17 years), and female, working in part-time roles. Team members come from many cultures and backgrounds, with a significant variety of professional designations, credentials and work experience. English is also the second language for many staff.

In response to changing demographics and trends, our staff now provide more complex care. Training and orientation in the areas of team building, effective practices, collaboration and leadership are needed to develop more agile team members. However, CapitalCare has been challenged to keep up with the changing training and development needs of our staff.

With aging staff and more complex resident care, we have seen an increase in sick time and disability claims. CapitalCare will have to focus on this risk in the coming years, as our people are our most important resource.

Infrastructure Overview



Working in partnership with Alberta Health Services (AHS), we strive to provide a home-like and welcoming environment for residents, families, staff, and visitors.

We are currently redeveloping CapitalCare Norwood into a centre of excellence for complex continuing care. When the transformation is complete, our oldest centre (built in 1964) will be expanded to 40,000 square metres, adding 145 new long-term care spaces (350 in total), as well as become a teaching and research centre.

Keeping the centre operational during construction of the \$364-million redevelopment is a key challenge we anticipate. The redevelopment is expected to be complete by 2022/2023.

Keeping up with the maintenance of older buildings is an ongoing challenge; with eight centres 21 years and older, this is becoming a major capital investment.

Financial Overview

CapitalCare's largest source of funding is provided by our parent organization, Alberta Health Services. These contributions total approximately \$133 million of the \$170 million in total annual revenue (Audited Financial Statements March 31, 2018).

This funding supports the direct care needs of residents, patients, and day program clients annually, as well as contributing to some support services and administrative costs. As a subsidiary of AHS, any long-term, strategic goals with financial implications are made in collaboration with AHS.

Accommodation fees from residents, patients, and day program clients cover costs such as food, laundry, utilities, building maintenance, transportation, and housekeeping services. Although donations make up a small percentage of revenues, they are crucial in allowing flexibility in meeting the quality of life and equipment needs of our residents and clients.

Information Technology Overview

Information technology (IT) infrastructure has been identified by residents/families, staff and leadership at CapitalCare as a key area requiring improvement. Many clinical and business processes that are manually intensive could be delivered more effectively and efficiently through the investment of resources in IT.

Despite this, we have not been in a position to capitalize on the exponential growth of technology to advance the delivery of care and services. In contrast to many private and non-profit organizations in Edmonton, we have not made significant investment to advance technology over the recent years.

In the next few years, a significant focus for CapitalCare will be on supporting the build of Connect Care as it relates to continuing care practice. Connect Care is the provincial health information network that will be used by all AHS staff, including the subsidiaries.

Quality and Safety Overview

As leaders in continuing care, we leverage best practices to set new benchmarks for quality to ensure that everyone who lives with us has the best possible experience, as defined by patients, residents, their caregivers, visitors, and staff. To accomplish this, we:

- track and trend safety incidents through an easy-to-understand manual system. There is also a feedback mechanism in place to ensure everyone learns from safety incidents.
- enable a safety culture by regularly conducting a current-state assessment by using the validated Patient Safety Culture Tool, and through the existence of active occupational health and safety committees at each site.

Quality improvement at CapitalCare is an area for development; there is opportunity to increase staff capacity in data literacy and usage to drive continuous improvement at all levels of the organization. To establish a more structured approach to quality improvement, a quality roadmap has been developed. The short-term goals are to:

- increase capacity in quality improvement,
- set up the infrastructure to support organic quality improvement initiatives, and
- increase the use of data to drive continuous quality improvement.

The long-term goal is to create a quality culture where all staff use data and engage in discussions regularly at the neighbourhood level about how to improve life for all who live, work or visit the centres.

At CapitalCare our commitment to person-centred care guides us to ensure that we balance living with safety. This balance is difficult – maintaining independence and ensuring safety - in the process of respecting the goals of the resident. The following activities ensure that we achieve a good balance between safety and risk to increase the quality of life of our residents:

- individualized care planning
- ongoing education, support and dialogue with families

Introduction

CapitalCare's strategic planning started in 2017 with a comprehensive environmental scan using the PESTEL methodology. The PESTEL acronym represents the political, economic, social, technological, environmental, and legal factors that affect an organization. The key trends identified as most relating CapitalCare to its external environment are:

- an international shift towards community care and aging in place. Older adults coming into long-term care require care that is more complex; they are staying in their homes or supportive living residences longer.
- residents and families who are assertive, health conscious and partners in care.
- widespread use of technology. Important innovations include; smart-home technology, wearable technology, health-related apps, electronic medical records, and mobile devices.
- quality improvement: there is an increased need to have better data management of health information and outcomes for more efficient delivery of quality care and accountability.

Following this analysis, an inclusive consultative process took place over several months with residents, family members, staff as well as our AHS partners. An external facilitator from the Community Development Office with Alberta Culture and Tourism supported the engagement sessions. This consultation provided the grounding for the strategic plan and led to the following seven strategic directions:

1. Access: Be leaders in developing and delivering needed continuing care programs and services
2. Leadership: Support and develop relational leaders; promote "closer-to-resident" philosophy
3. Innovation: Embed quality improvement with all team members and encourage innovative approaches to care
4. Resources: Use our resources responsibly to support best resident care
5. Engage: Involve residents, families and volunteers as partners in our care communities
6. Work Culture: Grow an organization where our people and teams flourish with meaning and purpose
7. Communication: Develop open, inclusive processes to communicate what's important.

The plan was released as an [infographic](#) with a companion [video](#) in February 2018.

Alignment with Alberta Health Services

Alberta Health Services Health Plan (2017-2020) provides an inspiring, high-level direction for healthcare in Alberta. CapitalCare's Strategic Plan aligns with the vision of a health system that is person-centered and delivers care closer to home and the community while ensuring the right care is provided at the right time with the right provider and team, working with the right information.

CapitalCare's strategic directions have direct alignment with the following Alberta Health Services goals and specific priorities as outlined in the 2017-2020 Health Plan.

AHS Goal and Specific Priority	CapitalCare Strategic Direction Alignment
<p>Goal 1: Improve patients' and families' experiences. Increase capacity in continuing care by enhancing home care supports in communities across the province.</p>	<p>Access: Be leaders in developing and delivering needed continuing care programs and services.</p> <p>Engage: Involve residents, families and volunteers as partners in our care communities.</p>
<p>Goal 2: Improve patient and population health outcomes.</p>	<p>Innovation: Embed quality improvement with all team members and encourage innovative approaches to care.</p>
<p>Goal 3: Improve the experience and safety of our people.</p>	<p>Leadership: Support and develop relational leaders: promote "closer-to-resident" philosophy.</p> <p>Communication: Develop open, inclusive processes to communicate what's important.</p> <p>Work Culture: Grow an organization where our people and teams flourish with meaning and purpose.</p>
<p>Goal 4: Improve financial health and value for money.</p>	<p>Resources: Use our resources responsibly to support best resident care.</p>

Next Steps

CapitalCare's next strategic planning process will begin in 2020 and build on the successes and learnings of the 2017 - 2022 strategic plan. Over the next few years, we commit to translating this strategy into tangible actions identified in center operational plans. Our leadership team will work with staff to develop centre operational plans, using the strategic directions to inform decision-making and to prioritize competing demands. We will ensure accountability by monitoring our progress on the goals and objectives set out in the operational plan.