



Standing Together

TRANSFORMING CONTINUING CARE

2022 ANNUAL REPORT

ABOUT ACCA

Championing excellence in continuing care since 1981

The Alberta Continuing Care Association (ACCA) is a non-profit, voluntary organization and the recognized voice of continuing care in Alberta, made up of a unique alliance of:

- **non-profit and/or faith-based and private owners and operators of home care and support services, supportive living and long-term care; and**
- **providers of quality products and services that support continuing care.**

Our members provide care and services for over 13,000 long-term care (LTC) and designated supportive living (DSL) individuals and over 5.7 million hours of home care to Albertans annually.

We advocate to help our province's continuing care system become more sustainable, and better aligned with Albertans' needs, while supporting our membership to ensure that the Albertans they serve receive the highest quality of care possible.

The diversity of our members is our greatest strength.

OUR MEMBERS SUPPORT

35,000+
ALBERTANS
PROVINCE-WIDE

13,000+
CONTINUING
CARE RESIDENTS

20,000+
CONTINUING
CARE STAFF

OUR MISSION

To support our members in creating a sustainable and innovative continuing care sector in Alberta.

OUR VISION

To be the leading voice for advancing excellence in continuing care in Alberta.

OUR VALUES

- **INTEGRITY** Our words and commitments are consistently aligned with our actions.
- **ACCOUNTABILITY** We acknowledge and assume responsibility for the actions, decisions and policies we undertake.
- **COLLABORATION** We affirm that collective effort can lead to greater achievement, far beyond what is possible by acting alone.
- **GROWTH** We aspire to help our members grow in knowledge, capability and capacity in serving Albertans requiring continuing care.
- **CREDIBILITY** We are committed to building partnerships with our members, government, the public and stakeholders based on a strong foundation of trustworthiness, expertise and reliability.

ACCA TEAM



Wayne Morishita
Executive Director



Shingai Bowora
Director, Policy and Communications



Amanda Burns
Executive Assistant



Grace Doll
Accountant

2021/2022 BOARD OF DIRECTORS



CO-CHAIR
Shawn Terlson
Shepherd's Care Foundation
President & CEO



CO-CHAIR
Feisal Keshavjee
CBI Health
Senior Vice President,
Health Partnerships and System Design



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The Good Samaritan Society
Vice President & Chief Human
Resources Officer



DIRECTOR
Heidi Hadubiak
Canterbury Foundation
Acting CEO



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J. Mark Jackson, QC
Field Law
Partner

MESSAGE FROM OUR BOARD CO-CHAIRS



**FEISAL
KESHAVJEE**



**SHAWN
TERLSON**

As our province emerged from the COVID-19 pandemic, we began the transition to the “new normal.” For our members and the continuing care industry as a whole, the experiences of the past two years will never be forgotten. Rather, as a sector, we will build on the lessons learned through the many challenges and opportunities, to collectively transform continuing care for all Albertans.

One of the most significant achievements of the past year was the collaborative work done on Bill 11, the Continuing Care Act. With the direct spotlight on continuing care throughout the pandemic, this new legislation, which amalgamates several other pieces of legislation in one single Act, was introduced by the Alberta Government in March 2022. The introduction of Bill 11 is a significant development as some of the existing legislation is approximately 30 years old, with minimal updates made over the decades.

Since March, the ACCA has been working to provide input and recommendations on the proposed legislation and regulations to ensure that our members’ concerns are represented. Further stakeholder engagement launched in November 2022 to collect critical feedback and insights as the ACCA leads sector-wide stakeholder consultation to inform key recommendations.

Continuing care is complex and must evolve to meet the changing needs of Alberta’s aging population. We have a stronger emphasis on home care and delivering care close to home. Representing the diversity of our members voices and viewpoints is a key priority for our Board.

As an association, we recognize that we speak for a broad cross-section of members representing faith-based, private and non-profit operators, home care providers and our corporate members. This requires a balanced approach in our advocacy work because every member should be able to see themselves in our communication to government, Alberta Health Services (AHS), media, partner associations and other stakeholders.

We continue to work closely with government, offering input on critical issues like workforce and aging infrastructure. Prioritizing government relations, the Board continues to collaborate on strategies for our sector. The Board takes this responsibility seriously

knowing that it is easier to influence change as an association doing it on behalf of its members, as opposed to individual organizations advocating on their own. It is one of the greatest values we can offer to our members.

This year, we also undertook a formal review of our association operations. As a result of the review, our focus going forward will be on member engagement and ensuring that there’s appropriate and on-going communication that reflects the voice of every one of our members. We appreciate the hard work and dedication of the ACCA team as they continue to provide members with valuable resources, networking and professional development opportunities.

Finally, we would like to acknowledge and thank our voting, corporate, and associate members for your ongoing support. The ACCA is a member-driven group and our members will continue to inspire us as we lead the transformation of continuing care.

SINCERELY,

Feisal Keshavjee

Shawn Terlson

MESSAGE FROM OUR EXECUTIVE DIRECTOR



WAYNE
MORISHITA

To truly influence change and achieve lasting transformation requires the efforts of many people who are committed to a single goal. This year's annual report theme is *"Standing Together: Transforming Continuing Care."*

It is an important reminder of what we can accomplish when we are united in our purpose to ensure every Albertan receives the highest quality care.

This year saw a return to in-person events, including our first in-person IQ Conference in three years. The conference, held Sept. 14 – 15 in Red Deer, brought members together for two days of learning and networking, as well as the celebration of the ACCA Awards of Excellence winners at the gala. I encourage you to read the special feature in this report that includes a number of conference highlights.

We continued to focus on working with government throughout this year, including providing significant input into Bill 11, the Continuing Care Act. Our involvement in a number of government committees, as well

as one-on-one meetings with ministers and MLAs provided opportunities to represent our members' voices and to share insights that will help to shape the future of continuing care. You can read more about our provincial and federal advocacy efforts in the 2022 Highlights section of the report.

The ACCA continues to be sought out for media interviews and commentary as the leading voice of continuing care in Alberta. This provides us with opportunity to educate and inform Albertans about key issues within the sector, and to represent our members' views to the public.

Getting to know our members helps to shape our strategic priorities. We welcome and invite member feedback throughout the year to help inform our future plans. Thank you for your willingness to share your ideas and suggestions.

Individual member meetings are a key part of my role. I look forward to these conversations and appreciate the candid insights that are shared. It is often during these meetings that members share inspiring stories of what is happening within their sites. We are honoured to share a few of these stories in this year's report.

Another priority this year was our work with partner agencies and associations. This collaborative approach is essential to our

sector's transformation and the ACCA is currently actively involved in an in-depth stakeholder engagement initiative in collaboration with Alberta Health and other partners. One of the key tools we will be using throughout this engagement is our new [HaveYourSayACCA](#) microsite where we will seek input from Albertans on Bill 11 and other key issues impacting continuing care, today and in the future. It is through the input of many voices – members, their residents, families and employees as well as Albertans of all ages – that we can truly create lasting transformation, together.

Finally, on behalf of the ACCA team, I would like to thank all of our members for their support and commitment, and also express our appreciation to the Board of Directors for their dedicated service and leadership. Standing together, we are making a difference in the lives of those who need care today and in the future.

THANK YOU,

Wayne Morishita

TRANSFORMING CONTINUING CARE

Canterbury Foundation

Home is where the heart is. It's also where residents at Canterbury Foundation are now able to stay for the duration of their aging journey, right through to end of life.

With a desire to transform how residents transition through care, **Canterbury** worked in consultation with University of Alberta (U of A) researchers to create an innovative space, redesigning their memory care residence and creating the first residential end-of-life care wing within seniors supportive living housing in Edmonton, possibly Alberta.

Imagine being at the most vulnerable stage of your life, and then having to experience the upheaval and stress of moving to obtain acute, memory or end-of life care – moving to an unfamiliar space, saying goodbye to those who love and support you at your current home, your family having to pack up your belongings and choose what to bring. This is not an unusual experience for Albertans as they age. But it is one that Heidi Hadubiak, Acting Chief Executive Office of Canterbury Foundation, experienced firsthand as a family member and a clinician, and was determined to change.

“I wanted to build a system that I’d want for my family,” says Hadubiak. “We could support people almost all the way to the end, but with no mechanical lifts in their space, they sometimes had to leave their home. Families were begging us to keep their mom or dad at Canterbury. It was so sad to have to say goodbye because we couldn’t support their care needs.”

Canterbury is unique in that it has its own home care contract with the ability to come into independent living spaces. Residents are now able to shift seamlessly from independent living to accessing support services and sometimes specialized care, right through to end-of-life care while never leaving their home at Canterbury. Where care needs may require a more specialized setting or equipment, residents are able to move within the

Canterbury community remaining surrounded by familiar faces and spaces – coming together in the same atrium, seeing the same care team, and having the comfort of knowing their neighbors and possibly loved ones are still just footsteps away.

“In the care situations that I’ve studied globally, I have not seen any place that is designed the way that Canterbury is,” says Dr. Megan Strickfaden, U of A Professor of Human Ecology focusing on Design Anthropology specializing in disability and aging.





"If I'm going to die from a terminal illness, I'd rather do it in my home, which is Canterbury, surrounded by family and staff, who are now friends."

– Al Gourley, Canterbury resident and Chair of the Canterbury Foundation Board Quality Committee

Dr. Strickfaden and a colleague were part of an early conversation Canterbury held with architects to shape design features for a next-level memory care residence. A grant allowed cost-sharing to support formal research, moving it from a conversation to reality. Research from Alberta and Europe informed the planning, which focused on a purpose-built space (and programming) allowing for residents to transition through stages of care.

"They brought our ideas to life and have been our guiding support to ensure we accomplished what we set out to achieve," says Hadubiak.

Canterbury also consulted families and paid close attention to their residents' needs. "We needed to be more dementia friendly, so those with a significant level of dementia can stay here. We needed the ability to give a higher level of care – more intensive nursing and mobility support – so we can care for residents through all stages."

Hadubiak maintains that end of life doesn't have to happen in a certain space, rather it's a philosophy of care, training of staff, and understanding what a resident's wishes are.

Canterbury continuously seeks input to the degree that residents are making organizational policy and are heavily involved in decision making, with one resident both President of the Resident/Family Council and

Chair of the Canterbury Foundation Board Quality Committee. "We are living in resident's homes and supporting them," explains Hadubiak. "For quality for our organization, I am accountable to residents. If I'm not co-creating directly with them and family members, how am I respecting what they want?"

It's a resident-centred, compassionate, and transformational approach to caring for Albertans.





2021-2023

Strategic Plan

The ACCA Board met in 2022 to review our strategic plan. While no major changes were made to the 2021–2023 plan, with significant transformation on the horizon for the continuing care sector, the ACCA’s 2023–2025 strategic plan will focus on supporting the creation of a sustainable workforce, advocating for the renewal and transformation of continuing care, and driving continuing care innovation in technology and research. With the new strategic plan, ACCA will continue to prioritize providing value to members and advocating for the effective execution of the recommendations from the Facility Based Continuing Care, Home Care and Legislative Reviews.

STRATEGIC PLAN 2021-2023

	PRIORITIES	KEY STRATEGIES	DESIRED OUTCOMES
ADVOCACY	We will influence the continuing care industry environment to support providers' ability to deliver high quality and sustainable services to their clients.	To inform public policy and key stakeholders and to support the sustained effectiveness of the continuing care sector.	<p>An efficient, sustainable continuing care system, with role clarity, clear accountabilities, and effective structures.</p> <p>Continuing care services that are adequately resourced, meet demand, and satisfy client expectations.</p> <p>Continuing care legislation and regulations that focus on desired outcomes and align with client and resident needs, prioritizing their safety and quality of life.</p>
MEMBER ENGAGEMENT	We will create and facilitate conditions for member success through synthesis and dissemination of information to, and on behalf of, member organizations.	Highlight and enhance the "value proposition" of ACCA to current and potential members.	<p>Loyal members that are informed and equipped, enabling them to offer high quality services.</p> <p>Growing an engaged membership whose priorities are represented accurately and effectively.</p>
INDUSTRY LEADERSHIP	We will establish ACCA and its members as key contributors to the effectiveness and sustainability of Alberta's continuing care sector by raising public and political awareness of the sector.	Build, sustain and expand alliances/relationships with key stakeholders, related associations, and other sectors at a provincial, national, and international level that will serve to enhance quality and sustainability of Alberta's continuing care sector.	<p>Develop and sustain the capacity of ACCA as a thought leader in Alberta's continuing care sector.</p> <p>ACCA recognized as the trusted authority and voice for continuing care providers in the province.</p> <p>Strong partnerships with government and key stakeholders.</p> <p>ACCA is included and contributes impactfully to key improvements in Alberta's continuing care system.</p> <p>A well-informed community that supports providers and clients.</p>

TRANSFORMING CONTINUING CARE

CBI Health

“Let me share my life
with you, so you can
bring my life to me.”

– R. Dunne

This simple yet profound statement aptly describes the simple yet profound *Life Through My Eyes* (LTME) tool used by **CBI Health** to transform the experience of home care clients. At its core, it's a document used during the admission process to provide insight into the client as a person, not just a patient. As a tool, it is invaluable in delivering CBI Health's person- and family-centred approach to care.

In one instance, an elderly client who couldn't easily communicate went from thriving to becoming agitated and refusing to be fed by a replacement CBI Health care provider. His LTME

document shed light on the reason behind the drastic change. He was Muslim and in Islamic culture, the left hand is considered unclean and is used for body hygiene, while the right hand is used for eating and passing items. The new caregiver was left-handed and unintentionally showing a sign of disrespect to the client.

Another care provider was having challenges convincing a client living with dementia to shower. Upon checking her LTME document, the care provider noted the lady used to ballroom dance. The care provider turned on some music and encouraged the client to dance with her, which she did enthusiastically. Following that, the lady readily agreed to a shower.

“This is putting the client at the centre of the equation. These situations are much more complex than someone simply not eating or showering,” explains Feisal Keshavjee, Senior Vice President, Health Partnerships and Transformation, CBI Health. “If a client is not eating, they are not thriving — that shows how powerful the LTME tool is. It also underlies our commitment to not just accepting change and leaving it to the family to manage. We take the time to understand why a client isn't happy. There must be a reason so we look to see what life is like through their eyes.”

Life Through My Eyes was so successfully piloted in CBI Health's Ontario operations, they were named a Best Practice Spotlight Organization by the Registered Nurses





"it's a privilege walking into someone's home to take care of them."

– Dave Evans, Vice President Operations - Alberta Home Health, Home Health Services, CBI Health

Association of Ontario. CBI Health then rolled it out in Alberta, developing the questions in consultation with its Client and Family Advisory Committees (CFAC).

While facility-based providers have similar Resident/Family Councils, CBI Health is the only Alberta home care provider that has these advisory groups, something that is an immense point of pride for the organization. And something that was eye-opening for clients and families who had never had opportunity to be a voice and advocate on behalf of others receiving these services. In addition to the *Life Through My Eyes* input, CBI Health also requests CFAC input into client satisfaction surveys to ensure the right questions are being asked to encourage positive change.

There's a different dynamic in home care, in that care givers are only with the client for a short period of time each day. Families provide a significant portion of care and often also act as advocates, translators and the voice of the client. "It's imperative to recognize the importance of the family role in the client's journey," says Dave Evans, Vice President Operations – Alberta Home Health, Home Health Services, CBI Health.

"We have an amazing, dedicated team who are caring by nature, but they are also always curious about how we can do things better," adds Keshavjee. "Our Alberta Clinical Excellence group bringing the LTME tool to

our Client and Family Advisory Committees is an example of that. Now clients are not just recipients of these services, they are co-designing their care. It's transformative."

Input into developing *Life Through My Eyes* questions was particularly important in being gender inclusive and allowing for self identification.

"Our clients are unique individuals with unique life needs. It's so important to get to know them as individuals to ensure we are meeting the right care needs," says Evans. "If our clients can't enjoy their experience at home, we've failed."



ADVOCACY

Highlights



Expanded participation on government working groups and committees



Weekly government meetings



Bill 11, the Continuing Care Act passed, with comprehensive sector engagement ongoing

ADVOCACY

Highlights

ACCA supported the development of sector legislation streamlining the regulation of continuing care in the province. The Continuing Care Act (Bill 11), which will establish authority and oversight for licensing, accommodations, and delivery of publicly funded health care in the continuing care system, will make Alberta the only Canadian jurisdiction with one overarching piece of legislation for its entire continuing care system.

ACCA continues to contribute to the content of the Act, and accompanying regulations, representing members in the stakeholder consultation process. ACCA is leading sector-wide stakeholder consultation related to Bill 11, to inform the development of key recommendations for the successful implementation of the Act, including hosting the “Building a New Regulatory Framework for Alberta’s Continuing Care Sector” plenary panel at ACCA’s 2022 IQ Conference, offering attendees opportunity to ask questions, voice opinions and provide input.

ACCA also continues to be a key contributor to the ongoing provincial Review of Facility Based Continuing Care, developing an engagement portal to support additional consultation with members, operators, residents, families and the general public on significant issues related to transforming continuing care in Alberta.

[Learn more about that here.](#)

Raising awareness on key sector concerns and priorities remained at the core of ACCA activities, with government relations strengthened throughout 2022, including one-one-one meetings, briefings, presentations, submissions and partnerships with other organizations.

ACCA continued to meet weekly with Alberta Health and Alberta Health Services teams to discuss ongoing sector challenges and supports, meeting with the Health Minister and Assistant Deputy Minister throughout the year.

Federal advocacy also continued, with ACCA submitting input to the development of national long-term care standards, as well as partnering with other associations across the country through CALTC (Canadian Association for Long Term Care) to raise the profile of continuing care at a federal level.

Submissions to the provincial government included the following member priorities:

- Home care in Alberta: call for action
- Recommendations: Bill 11, the Continuing Care Act
- Recommendations: draft national standards for long-term care
- Facility Based Continuing Care Review implementation recommendations
- Written submissions on Section 95.44 of the Labour Relations Code
- Submissions around COVID-19 health orders, policies, funding and reconciliation
- Recommendations: contracted home care operators’ RFEIOQ
- Sector sustainability, the impact of inflation and accommodation fees

MEMBER ENGAGEMENT Highlights



Engaged 300+ participants
through ACCA events



Weekly Alberta Health updates



+120 one-on-one meetings
with members



MEMBER ENGAGEMENT

Highlights

ACCA continued to seek member input and highlight member priorities in 2022.

ACCA's Executive Director engaged in over 120 on-on-one meetings with members throughout the year, learning the details of member priorities to inform ACCA activities.

Advocacy continued to be of the highest importance for ACCA members, with ACCA's advocacy agenda for 2022 driven by member input.

More members were engaged through member working groups and committees, including several ad hoc working groups formed throughout the year to address emerging matters, and inform advocacy efforts.

Following the last ACCA Member Satisfaction Survey, and actioning member input from the various member touchpoints throughout the year, member suggestions and priorities greatly influenced ACCA's initiatives, including:

- Facilitating more member networking, with the hosting of in-person member meetings in 2022, including the Inspiring Quality Conference
- More timely and regular sector updates, particularly related to government initiatives and sector developments
- Greater participation and influence in government committees and working groups, continuing to meet weekly with Alberta Health
- Continued engagement with the home care working group to ensure that the home care sectors' needs and priorities are highlighted
- Engaging members to gather views and priorities for continuing care sector reviews, successfully ensuring that ACCA's recommendations are reflected in review implementation planning



INTRODUCING New Members

Supporting our members is our number one priority. Ensuring we understand and capture your concerns and communicate these to our partners in government, Alberta Health Services, and others will remain our focus.

Welcome to our new members!



INDUSTRY LEADERSHIP Highlights

DID YOU KNOW

ACCA members serve over **13,000** designated supportive living and long-term care residents in their facilities.

ACCA home care members provide over **5.7 million hours** of care to Albertans in their homes.



6 sector working groups and committees



300% increase in Facebook reach



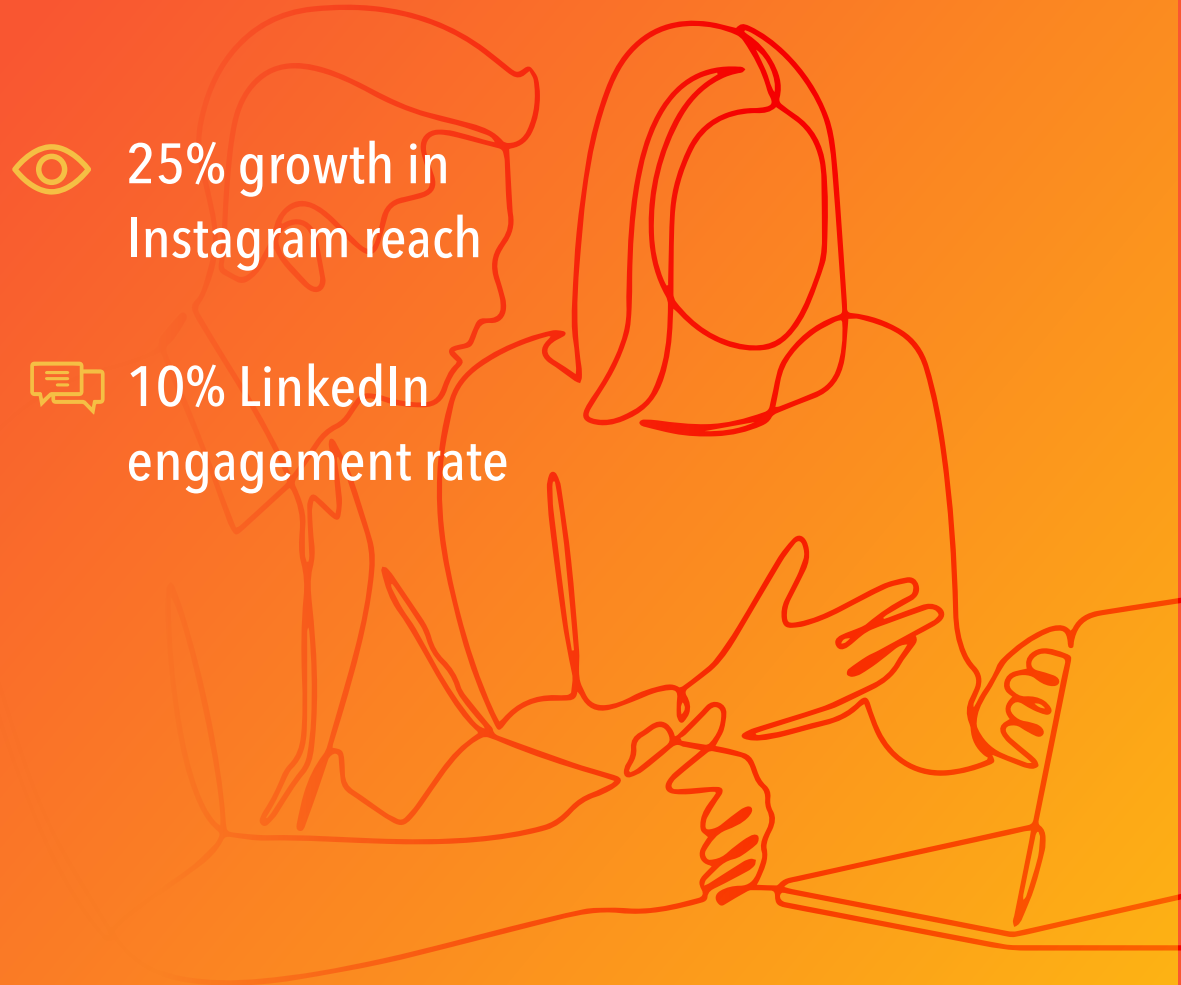
50% increase on Instagram page visits



25% growth in Instagram reach



10% LinkedIn engagement rate



INDUSTRY LEADERSHIP

Highlights

The ACCA hosted the Inspiring Quality (IQ22) Conference, themed *Transforming Continuing Care*, bringing the sector together to explore how to enhance, sustain and inspire quality in continuing care. The event hosted over 20 world class speakers and featured sector-leading organizations at the IQ22 Tradeshow. Read more about this [here](#).

→ ACCA celebrated individuals and organizations dedicated to improving the quality of life of Albertans in their care at the ACCA Awards of Excellence Dinner. Read more about this [here](#).

→ In addition to supporting member initiatives, ACCA partnered with six organizations in 2022, contributing to continuing care review implementation, sector planning and cross-sector strategy development

→ ACCA continues to contribute to sector advocacy and development on a federal level, as the only Alberta association represented on the Canadian Association for Long Term Care (CALTC) Board

→ The ACCA continues to be a trusted source and sector representative, being requested to contribute to numerous media interviews, and releasing several media statements throughout the year highlighting sector and member priorities, including:

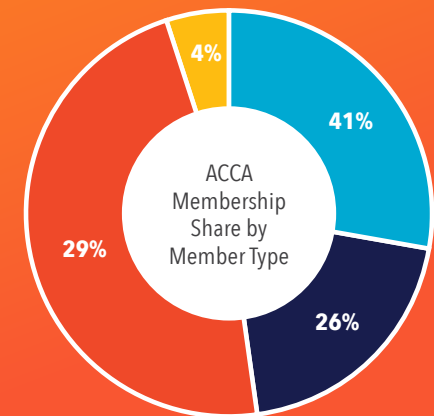
- **Investment in Long-Term Care to Increase Staffing and Improve Infection Control**
- **Financial Relief Eases Inflationary Increases to Accommodation Costs for Albertans in Continuing Care**
- **Continuing Care Funding in Alberta Budget 2022**
- **Operators Proactive in Protecting Residents from Next Waves of COVID-19**
- **Transforming Alberta's Continuing Care Sector Celebrated at Awards Gala**

DID YOU KNOW ACCA REPRESENTS

80+ organizations

60% of contracted facility based continuing care operators

90% of private home care operators



- **29%** Designated Supportive Living/Long-Term Care
- **26%** Home Care
- **41%** Corporate
- **4%** Associate

TRANSFORMING CONTINUING CARE

AgeCare

From honouring life stories to innovative training and education, AgeCare's dementia strategy is transforming care for those living with dementia.

For one AgeCare resident, a view of beautiful horses galloping through a field, the scent of lavender in the air, the feel of green grass between her toes, and country music softly playing in the background, helped her relive her favourite memories of being a child and growing up in the country. However, she wasn't back on her family ranch. Instead, she was in a sensory room with the images playing on

YouTube, the scent coming from a diffuser and her toes resting on a mat of artificial turf. Regardless of the location, those sensory elements evoked the same feelings of joy and calm for this resident living with dementia who had been unsettled, upset and angry just 20 minutes earlier.

Truly understanding residents' stories — the defining moments and experiences that have shaped their lives — is a key component of AgeCare's mission to provide exceptional care for residents living with dementia. Referred to as Life Story, every person that comes to live at AgeCare is asked to share their story as a way for staff to get to know them as unique individuals and to help inform almost every aspect of their care.

"We consider what we would want staff to know about us, if we were residents," explains Salimah Walji-Shivji, AgeCare Chief Operating Officer. "Our vision is to ensure those living with dementia are enjoying the best quality of life, and that they are seen, appreciated and understood for who they are."

More than half of AgeCare's residents have some form of cognitive decline. AgeCare's dementia strategy is centred in honouring who residents are, where they have been, and who they are becoming. It is part of the organization's commitment to creating caring communities where residents living with

dementia can experience life with meaning, purpose, and value, while also acknowledging every resident will experience dementia differently.



AgeCare has operationalized its vision — spending three years developing, refining, and offering a program that combines person-centered care with the person-centred training and education foundational to the strategy. AgeCare Moments, its unique dementia education program, draws on best practices and leading dementia research and resources from around the world.

The goal is simple: improve care and services for residents who live with dementia by providing staff with re-imagined dementia care training. AgeCare Moments is an intensive five-month program exploring the physiology of dementia, building relationships with residents and family members, communicating with individuals living with dementia, and finding ways to create engaging and vibrant communities every day.

Designed to be highly engaging and interactive, the program is taught in AgeCare communities by trained educators. Participating employees represent a variety of disciplines, including care staff, hospitality, housekeeping, administration, and senior leadership.

To date, over 600 staff who care for and support residents living with dementia have graduated from the program. There is a vision of developing a Moments for Families program in the future that will help family members understand the disease process and provide them with the knowledge, comfort, and confidence to best support their loved ones.

Walji-Shivji says Agecare's next step is to translate the AgeCare Moments program into a holistic resident engagement strategy that combines the learnings from the dementia strategy with various engagement models to offer extensive meaningful activities and programming for all residents.

"Our resident engagement strategy will create more opportunities to support and recognize residents as individuals and as partners," adds Melanie Brophy, AgeCare Vice President, Operations Alberta. "Accommodating resident choices and preferences into their day-to-day activities and plans of care is one more step in reinforcing AgeCare's commitment to person-centered care."



"Our vision is to ensure those living with dementia are enjoying the best quality of life, and that they are seen, appreciated and understood for who they are."

– Salimah Walji-Shivji, AgeCare Chief Operating Officer



GATHERING TO TRANSFORM CONTINUING CARE

Highlights

A highlight of 2022 was the opportunity for ACCA to host the Inspiring Quality (IQ22) Conference in-person for the first time since 2019. Themed *Transforming Continuing Care*, representatives from across our membership and industry gathered, shared experiences and thoughts, made meaningful connections, and gained valuable insights.

Major transformation is on the horizon across the continuing care spectrum. From legislative reform to reviews of every continuing care sub-sector, care services and delivery will never be the same. IQ22 gave opportunity to come together to explore how we can collectively enhance, sustain and inspire quality in continuing care; to use our knowledge gained and to learn from best practices across the globe to transform and elevate Alberta's continuing care quality and service delivery.



IQ22 featured an outstanding line up of speakers and sessions, including Dr. Samir Sinha.



An engaging plenary panel on "Building a New Regulatory Framework for Alberta's Continuing Care Sector" featured Corinne Schalm, Assistant Deputy Minister, Alberta Health; Al Jina, President, Park Place Seniors Living; and Salimah Walji-Shivji, COO and General Counsel, AgeCare.



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WHAT ATTENDEES HAD TO SAY ABOUT IQ22

"What did you value and enjoy most about IQ22?"

"The content was excellent and helped me to think about other things that we could do at our site."

"Being inspired about change, discussion about the new legislation, and team bonding."

"Making meaningful connections with delegates and other exhibitors."

"I learned so much and it was a great opportunity to view the workplace differently!"

"Very thought provoking!"

"Vendors were engaging and had valuable contributions."

**THANK YOU TO ALL THE EXHIBITORS
THAT PARTICIPATED IN THE
IQ22 TRADESHOW.**

[VIEW EXHIBITOR LIST](#)



CELEBRATING EXCELLENCE

Excellence and innovation in continuing care were recognized and celebrated at the **ACCA 2022 Awards of Excellence Gala** held in conjunction with IQ22. Nominated organizations, individuals and their projects were judged upon factors such as demonstrated compassion, innovation, transcendence of expectations, and the potential of each project to flourish beyond the originating organization.

Congratulations to all the nominees and winners! ACCA is proud to acknowledge the important work you do every day to elevate the quality of life for the people in your care.

The ACCA 2022 Awards of Excellence winners

INNOVATOR OF THE YEAR



Despite the significant operational pressures placed on the continuing care sector during the pandemic, **Bethany** introduced innovations in its recreational, therapeutic, employee training, and social engagement programming, expanding its use of enabling technologies. These innovations enabled Bethany to successfully navigate restrictions to in-person programming and training in novel ways during a period of continuing pandemic waves and site outbreaks, including:



Demonstrating uses unique to Bethany for iN2L, a customizable, large touch screen technology designed specifically for seniors, which resulted in Bethany being named iN2L's only Canadian recipient among North American "Communities That Shine" honourees.



Working with Summit Start daycare, Bethany's daycare delivery partner at Bethany Riverview, piloting the use of telepresence robots to maintain contact between residents in the care centre and the children in the daycare, bringing them together safely for art, music, play, and connection.



Initiating a two-year remote delivery palliative and end-of-life training and support program across sites through the utilization of virtual reality simulation technology. Over the next two years, this pilot program will support education across all Bethany sites, no matter the location, and provide a learning space to role play with an educator or co-worker and increase the retention of shared knowledge.



Jenny "Lyle" Ison is recognized as Care Provider of the Year by Telus Business Senior Market Manager Christine Lambert and ACCA Executive Director Wayne Morishita.

Care Provider of the Year

JENNY "LYLE" ISON

GENERAL MANAGER, GARNEAU HALL
(VANCOUVER RESOURCE SOCIETY
AND ASURA)

Jenny "Lyle" Ison is currently the Building Manager of [Garneau Hall Seniors Community](#). She was previously the Wellness Manager at Garneau Hall Supportive Living in Edmonton and at Citadel Mews in St. Albert. With more than a decade of experience in supportive living and hospital experience, she is a quality-focused, approachable, highly adaptive, passionate leader who inspires her team, takes on any necessary tasks, and willingly mentors future leaders.

Jenny seeks to positively influence the work environment for her teams, supporting them as they aspire to their mission of delivering excellence in care. As an example of her willingness to always help, when a resident asked if someone could sew her torn night dress (a gift from her mother), without hesitation Jenny offered to sew the dress. The resident was overjoyed. Jenny is described as a catalyst for innovative ideas and always very open to suggestions and recommendations from her staff. She attends to different site committees ensuring that the concerns and needs of each group are addressed.



Dijana Vidra accepts her ACCA Lifetime Achievement Award from Linda Maye, CEO, Father Lacombe Care Society.

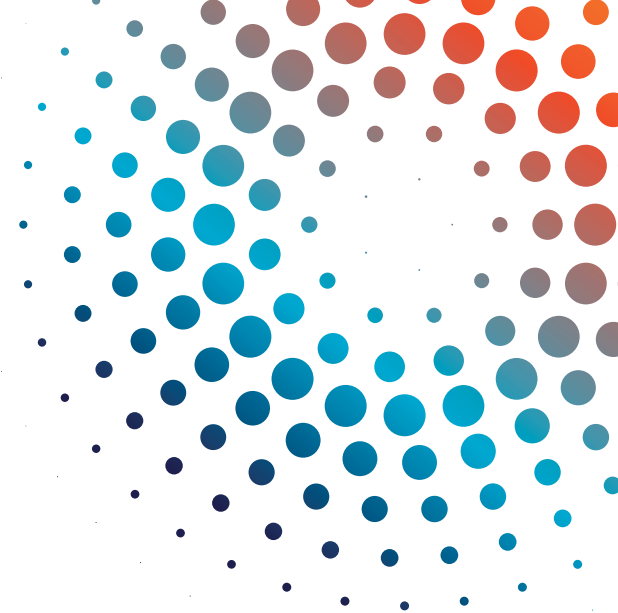
Lifetime Achievement Award

DIJANA VIDRA

DIRECTOR OF CARE,
FATHER LACOMBE CARE SOCIETY

Dijana Vidra's 31-year career with **Father Lacombe Care Society** has been dedicated to providing quality compassionate care for residents and clients. As a leader, she inspires her teams to demonstrate excellence in their daily work. Dijana works tirelessly to ensure every decision regarding the care of those served is guided by the organization's values of excellence, sacredness of life, compassion, spirituality, and justice. Trained as a registered nurse in her beloved country of Croatia, as a new Canadian Dijana launched her career here by providing attentive bedside care to residents and working her way to the Director of Care role. Her years of service include roles as Nursing Aid/Unit Clerk, Registered Nurse and Team Lead, Adult Day Program Manager, Education Coordinator, and Director of Care.

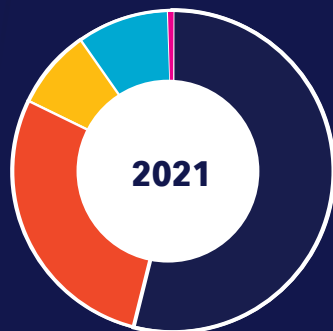
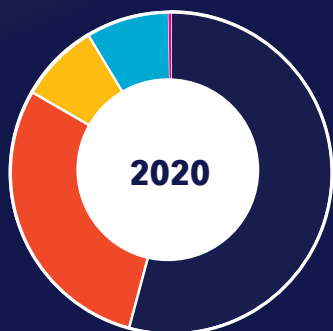
Dijana has demonstrated her commitment to quality care in many ways including developing and implementing the first Adult Day Program for Father Lacombe Care Centre. She received a letter of commendation from the Calgary Regional Health Authority for participating in the development and implementation of the Family Care Giver Centre at the Father Lacombe Care Centre and was nominated for the Calgary Health Region People First Award recognizing her work with the regional Infection Prevention and Control Committee.



FINANCIAL Highlights

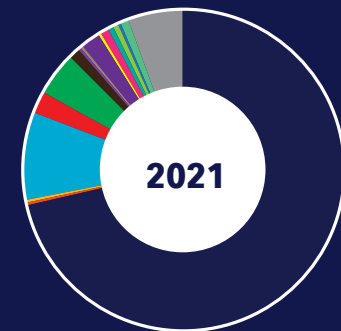
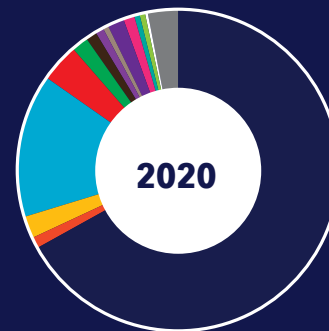
SOURCES OF FUNDS

	2020	2021
Voting Member Fees-LTC	\$ 321,660	\$ 358,958
Voting Member Fees-DSL	\$ 171,720	\$ 187,685
Voting Member Fees-Home Care	\$ 47,726	\$ 54,920
Corporate Membership Fees	\$ 48,813	\$ 60,125
Associate Membership Fees	\$ 1,467	\$ 2,735



USES OF FUNDS

	2020	2021
Salaries and Benefits	\$ 432,277	\$ 399,236
Travel and Meetings	\$ 6,738	\$ 1,980
Rent	\$ 13,335	\$ 630
Consultants	\$ 94,350	\$ 50,767
Legal Fees	\$ 25,045	\$ 12,355
Web Site & Video	\$ 9,713	\$ 23,764
Professional Fees - Audit RSM	\$ 8,190	\$ 6,615
Office Supplies	\$ 5,408	\$ 2,174
Government & Public Relations	\$ 2,266	\$ 1,008
Subscript & Memberships	\$ 11,364	\$ 10,647
Staff Development & Conferences	-	\$ 2,045
IT support	\$ 6,675	\$ 3,864
Telephone Cell & Office line	\$ 4,615	\$ 3,884
Bank and Payroll Charge	\$ 2,559	\$ 2,538
Insurance	\$ 2,357	\$ 1,821
Rebranding	-	\$ 4,745
Postage & Courier	\$ 313	\$ 190
AGM & Member Meetings	\$ 18,518	\$ 30,057



STATEMENT OF OPERATIONS

Year Ended
December 31, 2021

	2021	2020
REVENUES		
Voting Member Fees-LTC	\$ 358,958	\$ 321,660
Voting Member Fees-DSL	187,685	171,720
Corporate Membership Fees	60,125	48,813
Voting Member Fees-Home Care	54,920	47,726
Associate Membership Fees	2,735	1,467
Sub Total Membership	\$ 664,423	\$ 591,386
Other Revenue	\$36,490	41,133
Interest Income	\$2,548	9,777
	\$ 703,461	\$ 642,296
EXPENSES		
Salaries and Benefits	\$ 399,236	\$ 432,277
Consultants	50,767	94,350
AGM & Member Meetings	30,057	18,518
Web Site & Video	23,764	9,713
Legal Fees	12,355	25,045
Subscript & Memberships	10,647	11,364
Professional Fees - Audit RSM	6,615	8,190
Rebranding	4,745	-
Telephone Cell & Office line	3,884	4,615
IT support	3,864	6,675
Bank and Payroll Charge	2,538	2,559
Office Supplies	2,174	5,408
Staff Development & Conferences	2,045	-
Travel and Meetings	1,980	6,738
Insurance	1,821	2,357
Government & Public Relations	1,008	2,266
Rent	630	13,335
Postage & Courier	190	313
	\$ 560,701	\$ 647,125
REVENUES (UNDER) OVER EXPENSES FROM OPERATIONS	142,760	(4,829)
OTHER (EXPENSES) REVENUES		
Membership rebates	-	(98,095)
Conference and trade show revenue	-	(4,327)
Conference and trade show expenses	-	-
Conference	-	-
Loss on disposal of tangible capital assets	-	-
	-	(102,422)
REVENUES (UNDER) OVER EXPENSES	\$ 142,760	\$ (107,251)

STATEMENT OF FINANCIAL POSITION

Year Ended
December 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash and cash equivalents	\$ 256,874	\$ 850,144
Short-term investment (Note 3)	700,000	-
Accounts receivable	-	2,235
Prepaid expenses	12,618	5,237
	969,492	857,616
TANGIBLE CAPITAL ASSETS (Note 3)	5,557	7,938
	\$ 975,049	\$ 865,554
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 16,227	\$ 22,944
Deferred revenue (Note 4)	178,262	204,810
	\$ 194,489	\$ 227,754
NET ASSETS		
Unrestricted	\$ 543,997	\$ 398,856
Invested in tangible capital assets	5,557	7,938
Internally restricted (Note 5)	231,006	231,006
	\$ 780,560	\$ 637,800

STATEMENT OF CHANGES IN NET ASSETS

Year Ended
December 31, 2021

	Unrestricted	Invested in Tangible Capital Assets	Internally Restricted	2021	2020
NET ASSETS - BEGINNING OF YEAR	\$ 398,856	\$ 7,938	\$ 231,006	\$ 637,800	\$ 745,051
Excess (deficiency) of revenues over expenses	145,141	(2,381)	-	\$ 142,760	\$ (107,251)
NET ASSETS END OF YEAR	\$ 543,997	\$ 5,557	\$ 231,006	\$ 780,560	\$ 637,800



2022 ANNUAL REPORT

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Appendix



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Through our partnership with Turner Construction, we have the distinct capabilities of an international firm while maintaining the culture and agility of a small company. Our healthcare and seniors living expertise, coupled with processes and financial backing, establishes us as one of the top 3 healthcare builders across Western and Northern Canada. With Turner's ranking as the #1 healthcare contractor in the USA, our clients benefit from our collaborative partnership on innovative best practices and experience.

edmonton@clarkbuilders.com

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While our direct impact is the construction of buildings, our purpose runs deeper. We are unwavering in our commitment to enriching the lives of the people who work with us, and in the communities we help build. We deliver innovative and sustainable projects that leave a lasting legacy for future generations.

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Extendicare Assist | Experts in Seniors Care Management and Consulting Services | We provide support to the operational team of your home(s) so you can focus on the big picture or your next project. As a division of Extendicare, we have a vast resource base of multi-disciplinary consultants (including but not limited to: clinical, dietary, environmental, labour relations, financial & administration) and our national programs and policies are specially designed to meet regulatory standards. When you partner with us, you get access to all of it. We also provide expert advice and guidance, including project management, for redevelopment and development projects. Extendicare Assist is devoted to partnering with public, municipal, non-profit and private long-term care, supportive living and retirement home owners to help manage operations or provide specific consulting services. Our contracts are customized from an a la carte menu of services to meet the specific needs of our partners. We provide services that allows you to deliver the quality of care and services your residents expect and deserve.

srunciman@sgpnetwork.com

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National Strength. Local Focus. Although we have the strength, support and resources of our parent company Sobeys Inc., it is the local focus of our community pharmacy teams that we consider our greatest asset. For over 40 years, we have been providing services to various facility partners from coast to coast. Better Partner. We are a trusted partner for the facilities and residents that we are privileged to serve. Our Dedicated Continuing Care Fulfillment Centers across Canada are solely focused on providing this specialized care service. As each facility has unique requirements, we offer customized solutions and specialized care that are focused on safety and resident health outcomes.

Technology State-of-the-Art technology offers customized solutions to help eliminate medication packaging and administration errors, save nursing time and provide accountability. Better Support. We support you with programs and equipment to improve safety, efficiencies and accountability. Our strong partnerships with facilities, vendors, organizations, medical teams and industry leaders have allowed us to offer you a full range of services and products that best serve your residents. Better Care. We recognize that each facility has its own set of unique needs, which means we work with you to ensure that our services are aligned with your facilities goals and values. Value Adds We offer enhanced services and benefits, ask us!

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- Researching needs and trends of healthcare organizations
- Developing the best possible solutions to meet these needs
- Supporting providers to achieve levels of excellence for quality of care

Our team has found that accreditation and compliance with learning requirements and best practices are common challenges for Care Communities. We have therefore dedicated great expertise to develop cutting-edge software solutions for:

- Staff Education
- Quality & Risk Management
- Policy Management
- Leadership Skills

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Our solutions:

- Are mobile- and user-friendly, easy to access
- Improve outcomes for compliance and accreditation
- Streamline and organize workflows
- Save time, costs, and other resources
- Optimize your quality of care

Our flexible design caters to:

- Stand-alone sites
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- Public health authorities to facilitate training and policy standardization
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Education, policy, quality & risk management, and leadership development can now be easy, effective, and cost-efficient processes to achieve accreditation and compliance to best practices, raising the quality of your care to levels of excellence.

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VitalLink is the future of senior care vitals monitoring. With the VitalLink mobile app and wireless measurement tools, you instantly capture error-free vitals. The VitalLink web nursing portal provides real-time insights and critical alerts to triage care and improve resident health outcomes. When ready, quickly, and securely sync data with your PointClickCare EHR system to get a holistic view of your resident's health.

With FamilyLine, you can be confident that your residents are receiving the care, connection, and support they deserve, including time with their loved ones. FamilyLine integrates securely with your PointClickCare EHR system empowering families to schedule in-person and virtual visits and view their loved one's health summary while giving you more time to do what matters most.

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