



# CHAA

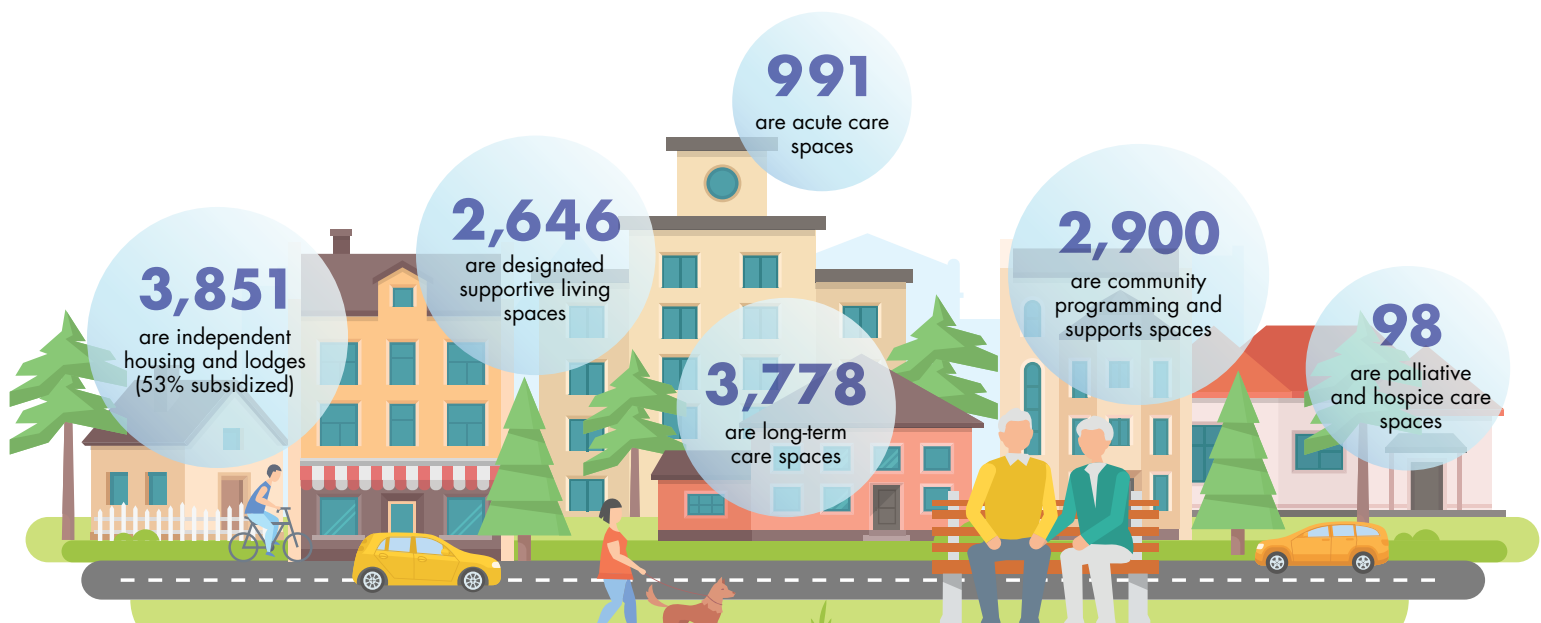
CHRISTIAN HEALTH  
ASSOCIATION  
of Alberta



**Alberta's trusted partner in holistic seniors' care**



# CHAA: By the numbers



## 14,000+ SPACES ACROSS ALL SECTORS

CHAA operates 14,376 spaces across the seniors' health and housing continuum. Our presence is well established throughout urban and rural communities.

### AN ESSENTIAL EMPLOYER OF 18,000+



Members of CHAA are a key stakeholder in Alberta's health system, seniors' housing programs and the provincial job market. We employ more than 18,000 staff with an annual payroll in excess of three-quarters of a billion dollars. Nearly one-quarter of Alberta's physicians have privileges to deliver care in a CHAA facility, and 85% of our non-physician workforce is governed by collective agreements.



### Community support is our lifeline

For every three staff members in our employ, CHAA is blessed with the support of one volunteer staff. More than 7,500 volunteers contribute in excess of 400,000 hours per year – meaning each resident in our care benefits from 30 hours of extra TLC from a caring volunteer.

### Heart & Home

## 30 HOURS of TLC

The quality of life for each senior in our care is enriched by 30 hours of TLC from volunteers

**50**  
per cent

More than 50% of our independent housing units are subsidized to support low-income residents

## SERVING THOSE MOST IN NEED

CHAA members serve the most vulnerable and frail seniors in Alberta, offering:

**40%**

of Alberta's palliative care and hospice beds

**27%**

of Alberta's designated (publicly funded) supportive living beds

**26%**

of Alberta's LTC beds requiring 24/7 nursing care

# CHAA overview and history

The Christian Health Association of Alberta (CHAA) is part of Alberta's early history with roots that are long and deep. Our member organizations – many arriving in Alberta through missionary work – date as far back as the mid-1800s and include not-for-profit (NFP) Christian health and social/housing organizations. Our members are credited with establishing many of the province's first health care facilities in rural communities, long before Alberta became a province in 1905.

In 1943 these faith-based NFPs came together to establish CHAA: a registered society and a provincial association as the official voice of organizations anchored in the Christian faith. Our calling then – as it remains today – is to welcome and embrace residents of all faiths through service and programming for the frail, elderly and marginalized. A common thread among CHAA members is adherence to the mission and values that reflect the underlying principles of compassion and love for all.

Collectively, our member organizations have the equivalent of 650+ years of experience in the health and housing sector in Alberta. Our offerings include essential and life-enriching services to vulnerable Albertans in rural and urban communities in all corners of the province.

While our early years predominantly focused on hospital, auxiliary hospital and nursing home services, today's services encompass the entire continuum of community supports, housing and health care. Programming and facilities have expanded well beyond acute and long-term care to now include supportive living, palliative care, respite care, home care, day support, meal programs, and affordable housing for seniors and disabled adults. We are proud to be the longest-serving health providers in Alberta's history and a trusted partner in developing forward-thinking solutions for the care of the elderly.

We  
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of all faiths

CHAA is a  
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and the official voice  
of not-for-profit,  
faith-based  
providers.



# Not-for-Profits: A distinct provider group

CHAA's not-for-profit (NFP) organizations were early settlers to Alberta and served as the first health providers in the province, building infrastructure and establishing health services in areas that had no government-run hospitals or nursing homes. Throughout the 1900s, faith-based NFPs grew to fill an extensive and essential role in the delivery of health and hospital services. In 1994 the provincial government signed a master agreement with CHAA to formalize our integral role in provincial health services planning and delivery.

Today, CHAA member organizations remain essential health system partners and as such, are required to meet all provincial requirements related to quality, safety, accreditation and medical staff bylaws. We operate seamlessly within the publicly funded system, which means it is often invisible to patients, residents and families that they are accessing care or housing within an independent NFP facility.

A 1994 agreement with the provincial government formalizes CHAA's integral role in health services planning and delivery.

CHAA's faith-based NFP facilities are legally recognized as separate and distinct from Alberta Health Services (AHS) facilities and private, for-profit facilities. The operators of CHAA facilities are all:

- Not-for-profit providers
- Legally recognized as independent organizations
- Entitled to be managed independently with their own board, staff and programming
- Entitled to operate in accordance with their mission, vision, values and ethical principles.

As the recognized voice for faith-based NFPs, CHAA has earned a decades-long reputation for strong collaboration with government and stakeholders. Our approach has always been non-partisan, apolitical, and in the best interests of the publicly funded, publicly delivered system. We work as true partners with the Government of Alberta, Alberta Health Services, and the labour organizations representing our workers.

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## THE EVOLUTION OF HEALTH CARE SERVICES IN ALBERTA

1863	1891	1905	1906	1917	1929	1943	1948	1957	1994	1994	2009
First faith-based NFP health facility (St. Albert)	First non-faith-based hospital (Medicine Hat)	Alberta becomes a province	First urban municipal hospital (Strathcona)	First rural municipal hospital (Lloydminster)	First provincially owned hospital (U of A)	CHAA established	Alberta introduces public funding for health care	Canada adopts publicly funded health care system	Regional Health Authorities (RHAs) established in Alberta	CHAA operators recognized as health system partner	Alberta Health Services (AHS) formed to consolidate health service delivery

# Fiscal stewardship

CHAA members are guided solely by our faith-based mission to serve our residents, families, staff and communities. With no need or desire to earn a profit on delivery of services, all CHAA members are not-for-profit (NFP) organizations and must meet strict requirements set out by Canada Revenue Agency:

- NFPs are prohibited from earning a profit
- Any surpluses (profits) must be returned to operations as upgrades or additional services for residents.

While our payroll is more than three-quarters of a billion dollars, our reach is far greater thanks to 400,000 hours of volunteer time annually. The compassionate care we deliver is extended by one volunteer for every three staff. In addition, most CHAA organizations rely on strategic fundraising to offset the cost of operations. The quality of life for every senior in our care is enriched by \$1,200 annually in charitable donations.

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CHAA members treat staff with the degree of gratitude and sacredness they deserve for fulfilling the call to serve Alberta seniors. We are generous with staff, with most CHAA members offering employee remuneration that is comparable to the rates paid to staff covered under AHS collective agreements. Some CHAA members also enroll staff in the same defined benefit pension plan offered to public sector (AHS) staff.

To deliver even greater cost-effectiveness, some CHAA members have established external business ventures or have partnered with like-minded organizations to leverage resources and expertise. A thriving perogy business and a fully equipped mobile x-ray unit are just two examples of how innovation and business savvy helps to ensure our core seniors' services remain affordable and accessible. These business models mean our member organizations can create new spaces and programming at a fraction of the cost of government and for-profit operators.

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# Quality & breadth across the health & housing sectors

With more than 150 years of service in Alberta, CHAA member organizations have come to know seniors' health and housing. We work across the entire continuum of seniors' care, including community programming, primary care, emergency care, acute care, respite care, independent living, supportive living, long-term care, and palliative and hospice care.

CHAA members understand how legacy legislation, regulations, policies and funding formulae intersect to influence today's continuing care environment. Our whole-system perspective across all sectors means we see the challenges with clarity and have valuable insights to share about addressing issues in care transitions, access and quality improvement.

## Home and community first

CHAA members understand the interconnectedness between the health care system and family, home and community. Thanks to our strong community roots in towns and cities across Alberta, we're often the first to notice emerging trends and identify gaps in services. For many years we've been anticipating and preparing for the trends that are now emerging across Alberta: the increasing prevalence of dementia, rising rates of family/caregiver burden as more seniors remain in their own homes, and gaps in services for the most vulnerable. And as our aging population continues to live longer with more complex needs, we are already planning for a very different future in seniors' care.

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No other organization has 150 years of experience across the continuum of seniors' care.

## The future is growth

CHAA and its members can help meet Alberta's growing housing and health care capacity needs in a cost-effective way, and in the communities that need services most. Our members are nimble and, through our provincial organization, we can help identify:

- Where future capacity is required across the spectrum of independent, assisted and facility-based living.
- Which CHAA member facilities have existing capacity to serve a growing demand.
- Which members have the ability to expand capacity through renovations, retrofits, repurposing or new construction.

## Evidence-based innovation

Innovation is a cornerstone of our business model. Our mobile x-ray program serves the larger community while generating additional operating revenue. We've partnered with a primary care network to establish a community-based seniors' assessment clinic. A new dementia village, modelled after similar projects in the UK, may radically change the way we deliver care to seniors. And we're training active seniors to provide fitness support to frail seniors to reduce the risk of falls.

Our innovations are always grounded in strong evidence and best practice. More importantly, our key performance metrics focus on safety, quality of life, quality of care, residence experience and autonomy, family satisfaction, and staff empowerment as key indicators of success.

# Values-driven, ethical and holistic care

CHAA's members have been quietly trusted for generations in the care of Alberta's most frail, elderly and vulnerable residents. Just as we care for today's seniors, we also cared for their parents, grandparents and great grandparents. It is a legacy that continues to build stronger with each successive generation of Alberta seniors.

Our work is guided not by earnings, profits or losses – but by our vision, mission, and values. It is through this lens that we foster and embrace a society in which we cherish, honour and care for those in need – in an environment where staff can fulfill their personal and professional calling to serve others. In our efforts to create holistic, resident-centred, spiritually rich environments, we remain committed to the highest standards of resident quality of life, family support, and staff fulfillment.

## Our Mission

To follow the values of our faith so that we may serve all Albertans in need of care and compassion, by supporting and engaging our residents, communities, members and our governments through inclusive leadership, education, awareness and advocacy.

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## Our Values

Our Christian faith guides our vision, and we hold these values most dear:

### Charity

The offerings of a dignified life are a gift we give selflessly, for no profit or reward can be greater than to live the example set by our faith.

### Empathy and compassion

We are best able to serve by understanding the needs, fears, desires and hopes of those for whom we care.

### Family

Families are an integral part of our care team and our practices will ensure they remain connected to their loved ones.

### Social justice

We will afford care to all Albertans including those disadvantaged by the inequitable distribution of wealth and privilege; we will advocate for the forgotten, the marginalized, the sick and the elderly.

### Integrity

Our positive morals and ethics are guided by our faith, and we execute our responsibilities with a fundamental passion for honesty, respect and trust among our members, workers and residents.

### Accountability

Before all others, we are accountable to those for whom we care and to their families. We are also accountable to our Christian leaders and the tenets of our faith.

# Partners in health: Master agreement

After CHAA members dedicated more than a century to developing infrastructure and delivering hospital and long-term care services in under-served areas of the province, in 1994 the Alberta government entered into a master agreement with CHAA to formally recognize the long-standing role of faith-based, not-for-profit (NFP) organizations in health services planning and delivery. This master agreement is still in force today and ensures CHAA member organizations retain their role as essential health system partners.

The master agreement, and subsequent cooperation and services agreements, articulate the terms and conditions under which faith-based NFP organizations are entitled to operate seamlessly within the publicly funded system. CHAA facilities are legally recognized as independent and distinct from Alberta Health Services (AHS)-managed facilities, AHS affiliate facilities, and private, for-profit facilities. However, CHAA's facilities are nonetheless considered to be on an equal footing with provincially owned facilities and services.

In practical terms, the master and cooperation/services agreements mean:

- CHAA is recognized as a valuable collaborator with AHS in the design, planning and delivery of health services.
- CHAA's NFP members are considered integral to the safe and effective delivery of provincial health services, and are accountable to AHS for provincial quality and safety standards.

- CHAA input is welcomed in health system priority-setting and service planning.
- Some CHAA member facilities and buildings are owned by AHS and leased back to NFP operators.

Additional provisions of the master and cooperation/services agreements include the requirement that joint planning must be responsive to the needs of the local community, the values and ethical principles of the NFP provider, and to AH/AHS as a whole.

The master and cooperation/services agreements go a long way to enshrining the long-standing role and contributions of the faith-based NFP sector in continuing to meet the health and housing needs of Alberta seniors.

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# Faith in numbers

CHAA members are guided solely by our long-standing faith, values, and commitment to love our neighbours and serve those in need. Some of our member organizations were founded by churches; others by lay people who, motivated by their faith, joined together to meet the needs in their community. Our roots can be traced back to the missionary work of nine Christian communities: Catholic, Anglican, Presbyterian, Methodist, United, Lutheran, Baptist, Pentecostal and Evangelical ministries.

Our member organizations welcome and serve residents of all faiths, ensuring the care we provide is inclusive of all denominations and spiritual beliefs. Whether residents seek Christian or non-denominational spiritual guidance as part of their care experience, or they choose to receive the Christian pastoral care and chaplaincy services that are offered within CHAA facilities, all will find these aspects of their care to be unparalleled.

It is well established that faith is central to the lives of Canadians and Albertans. The importance of faith is particularly strong among seniors: approximately three-quarters of Canadians aged 60 and over report a moderate to high degree of religiosity (measured by affiliation, attendance, personal practices and importance of religion).<sup>1</sup>

Christianity is the predominant faith across Canada, with two-thirds of all religious Canadians declaring themselves Christians.<sup>2</sup> Similarly, more than 60% of Albertans identify as Christian.<sup>3</sup> Alberta ranks second among Canadian provinces for having, across all denominations, the most devout religious followers.<sup>4</sup>

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We  
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all faiths, including  
those without a  
declared faith.

## Our vision

To expand the provision of charitable, not-for-profit, Christian health and housing services to Albertans of all creeds, cultures, circumstance and lifestyle so they may commune in the sacred and welcoming embrace of Jesus' healing ministry, and so our capacity to serve the vulnerable is ever improved.

<sup>1</sup> Clark, W. and Schellenberg, G. *Who's Religious?*  
<https://www.statcan.gc.ca/pub/11-008-x/2006001/9181-eng.htm>

<sup>2</sup> Pew Research Centre. *Canada's Changing Religious Landscape*.  
June 27, 2013. <http://www.pewforum.org/2013/06/27/canadas-changing-religious-landscape/>

<sup>3</sup> Statistics Canada. *2011 National Household Survey – Data Tables*.

<sup>4</sup> Angus Reid Institute. *A spectrum of spirituality*.  
<http://angusreid.org/religion-in-canada-150/#part3>



# CHAA member organizations and board



CHAA is governed by an appointed Board of Directors and administered by an Executive Director. The association's educational, advocacy and collaborative activities are funded solely by fees paid by member organizations. The Association collaborates with other provincial and national health and housing associations to advance quality of life and care for Alberta seniors and disabled adults.



WING KEI



South Country Village



## 2018-19 Voluntary Board of Directors

Patrick Dumelie (Chair)  
CEO, Covenant Health

Julius van Wyk  
CEO, Good Samaritan Society

Jennifer McCue  
CEO, Bethany Care Society

Mae Adamyk  
Lamont Health Care Centre

Shawn Terlson  
CEO, Shepherd's Care Foundation

Gerald Northam  
CEO, Sherwood Care

John Kopeck  
CEO, St. Michael's  
Health Group

Sheila Greenstein  
CEO, South Country Village

Dr. Odell Olson  
Board Chair, The Bethany Group

Kathy Tam  
CEO, Wing Kei Care Centre

## Executive Team

Leah Lechelt  
Executive Director

Carla Stevens  
Executive Assistant

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