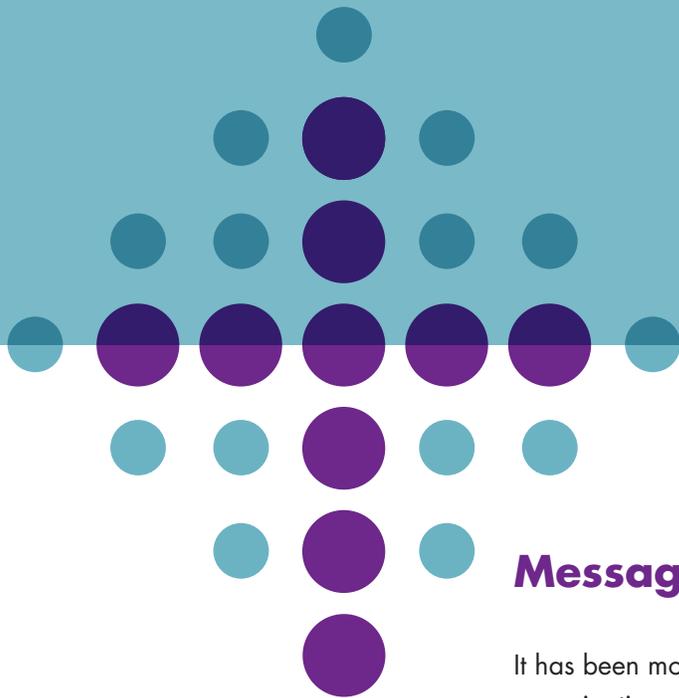


Strategic Plan 2019 | 2021

**Christian
Health
Association
of Alberta**





Message from the Board Chair

It has been more than 150 years since the first faith-based organization arrived in Alberta to care for those in need, and 75 years since the providers in this charitable, not-for-profit sector came together to form the Christian Health Association of Alberta.

Much has changed in health care over the decades, and as providers we continue to adapt and lead the way in service delivery and innovation.

What hasn't changed is the need for people to be embraced in their wholeness and offered compassionate, holistic, high quality care. CHAA is proud of our legacy in delivering on what matters most to those in our care, and we're particularly honoured to serve this province's most vulnerable populations. Thank you for entrusting us and supporting our journey together toward a new future in health care.

Patrick Dumelie

Message from the Executive Director

It is indeed a privilege to serve generations of Albertans with the utmost integrity, empathy and compassion. Just as rewarding is the calling to truly understand the needs of individuals in our care, the changing dynamics of our complex health system, and the values and priorities of the diverse families and communities we serve.

As we chart the next three years of strategic priorities for CHAA, it is incumbent on us to serve as an advocate and champion for those whose needs are the greatest. We pledge to be thoughtful, innovative, resourceful and courageous as we imagine a new vision for continuing care in Alberta. And we promise to be the voice of unity and compassion in looking after the most marginalized and vulnerable in society.

Please join us in celebrating our mission of caring and service as we build and grow together in 2019-21.

Leah Lechelt



*We seek to
create care
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humanity in
every person,
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and wrap
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each individual's
needs.*

We are guided by a firm belief in our ministry of healing

CHAA's members have been caring for generations of families in rural and urban communities across Alberta for well over a century. From the beginning, we have offered holistic care, recognizing that health encompasses body, mind, and soul. Our work and decisions are guided by a firm belief in our ministry of healing – offering love, hope, and comfort to people of all faiths and traditions, especially those who are most vulnerable.

Underpinning our ministry are two important tenets: resourcefulness and innovation. The churches that founded Christian health care in the late 1800s and early 1900s took risks to serve people in need and to see individuals in their wholeness rather than as illnesses to be cured. A century later, we continue to create innovative programs and services that are responsive to patients, residents, clients and communities.

Faith-based providers have proven to government, funders, and the public that we use our human, capital and financial resources well, always seizing opportunities to be of greater service. We are known for stretching health care dollars and doing more with the funding available to us.

our vision

To expand the provision of charitable, non-profit, Christian continuing care 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.

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.

For more than 25 years, the Government of Alberta has acknowledged our legacy through a master agreement with CHAA, giving formal legal status to our member organizations and recognizing the role, value, and impact of faith-based, not-for-profit providers in health services planning and delivery.

We believe it is incumbent on us as faith-based providers to continue contributing to the system by offering thoughtful solutions while stewarding our resources wisely. Our aim is to create care environments that value the humanity in every person, cultivate vibrancy and wellness, and wrap services around each individual's needs. This means taking a holistic approach to understanding, defining and measuring quality outcomes; and asking tough but critical questions focused on holistic health and healing.

Decades later, our ministry has withstood the test of time, through turmoil and abundance, and through changes in Alberta's social, economic, and political environment. CHAA and our member organizations have thrived because our connection and responsiveness to communities across the province has remained steadfast.

our values

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 & 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.

our value proposition

Our promise

Our greatest contribution to Albertans, as a passionate collective of faith-based providers of health services, is our unwavering promise to cherish and serve those in need, especially the most marginalized and vulnerable in our society.

Our opportunity

Our greatest opportunity as an organization is to embody a more compassionate, responsive health system that embraces people in their wholeness—body, mind, and soul.

Our commitment

Our commitment as CHAA members is to deepen our connection with each other and with those we serve, and to be courageous in speaking with a unified voice of compassion and wisdom.

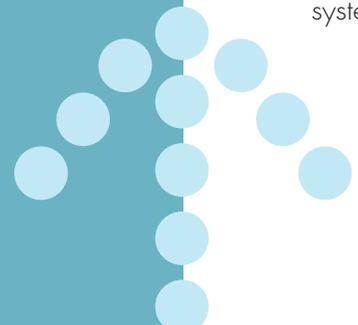


Linking our legacy to the path forward

As a cohesive association of mission-driven organizations, CHAA has boundless potential to re-shape our integrated health system to meet the complex and changing needs across the province. Our communities have trusted us for generations, relying on our expertise, and thriving and healing through our compassionate, holistic care.

The milestones of our past have guided us to respond today as a strong, united, faith-based collective. In the journey ahead we will continue to respond wholeheartedly to the people we serve, always striving to be values-based and resident-focused. And we will demonstrate courage by being a wise voice, enabling quiet voices to emerge as we influence practices and policies.

Our 2019-2021 priorities are a decisive step forward. They are built on an unquestionable foundation rooted in our ministry of service, our unyielding capacity for compassion, and our determination to be courageous. Importantly, they emphasize that we continue to be catalysts in creating a strong health system that is reflective of our ministry.



our strategic priorities

2019 - 2021

Be a trusted and visionary partner in embodying a compassionate, responsive system.

1

We will flourish as partners in the health system, demonstrating vision and wisdom, cultivating compassionate communities of care, and stewarding our human and financial assets with resourcefulness.

Protect and enhance CHAA's trusted status in health system planning, delivery and funding.

- Uphold and strengthen CHAA's master and cooperation/services agreements and their importance in preserving the role of CHAA and our member organizations.
- Build stakeholder/government support for CHAA's unique role in fulfilling capacity requirements in the publicly funded system.

Cultivate and sustain credible relationships with influencers and decision makers in government and Alberta Health Services.

- At decision-making and policy tables, represent and position CHAA and its members as trusted, values-driven stewards of publicly funded continuing care services.
- Advise and influence decision-makers regarding the policy, regulatory, funding and reporting changes that are foundational to a system focused on holistic care.

Embrace a futurist approach to system planning and service delivery.

- Collaborate with industry organizations and stakeholders to advocate for a shared vision for continuing care.

Measures of our success

- Government, stakeholders, and industry recognize the value and importance of our master agreement in protecting and preserving publicly-accessible, faith-based care.
- We are considered a trusted, unified and essential partner in transforming Alberta's health care system toward a modern, visionary future.

our strategic priorities

2019 - 2021

**Be a leader and
champion for holistic,
quality care and
outcomes**

2

*We will collaborate
with residents, their
families and our teams to
re-establish, measure and
achieve resident-defined
quality care and quality
of life for the mind, body
and soul.*

**Draw on our expertise and
trusted status to inform system
changes and enhancements
that advance resident-defined
quality care and quality of life.**

- Seek consensus and foster uptake among CHAA member organizations regarding common, data-driven quality metrics and outcomes.
- Partner with influential stakeholders to advise on and advocate for system-wide adoption of common, resident-defined quality of life measures, metrics, outcomes and reporting.
- Demonstrate leadership and support to CHAA members in advancing responsiveness and resident-centeredness in quality of care and quality of life.
- Support members in modeling and publicly demonstrating the impact of holistic, quality, and resident-centered care on health and healing.

Measures of our success

- Residents, patients, families and staff share a common understanding of how those in our care define and experience quality of life.
- Our member organizations embrace and model a common vision regarding quality in health care.
- CHAA is a leading voice and advocate for advancing quality of life measures as an indicator of system performance.

our strategic priorities

2019 - 2021

Be the voice of collaboration as we unite to serve those most in need

3

We will use our full collective capacity to engage and collaborate with our communities, amplifying the voices of the vulnerable and marginalized so their needs can be met.

Be a credible and collaborative voice for compassionate, holistic care for marginalized and vulnerable populations.

- Position CHAA and its members as the trusted advocate for vulnerable and marginalized populations, particularly in protecting and expanding capacity in affordable and accessible care options.
- Support CHAA members in applying best practices in community engagement to deepen our collective understanding of the needs of those in our care.

Demonstrate the importance of the faith-based sector in promoting and protecting values-driven, publicly funded care.

- Broaden our reach by seeking partnerships with like-minded organizations.
- Engage the faith-based community (volunteers, donors, ambassadors) as contributors to our mission.

Build, sustain, and grow CHAA as a dynamic collective

- Foster opportunities for CHAA members to consider how we, as a collective, can approach and solve problems in a collaborative and coordinated manner.
- Foster collaboration in sharing knowledge, resources, capacity-building and cohesion among CHAA member organizations.

Measures of our success

- Faith-based providers are recognized as the voice of the vulnerable.
- Faith-based care is celebrated for honouring society's cherished values of charity, compassion, empathy, integrity and inclusion.

our members



South Country Village



WING KEI





CHAA

CHRISTIAN HEALTH
ASSOCIATION
of Alberta

cha-ab.ca