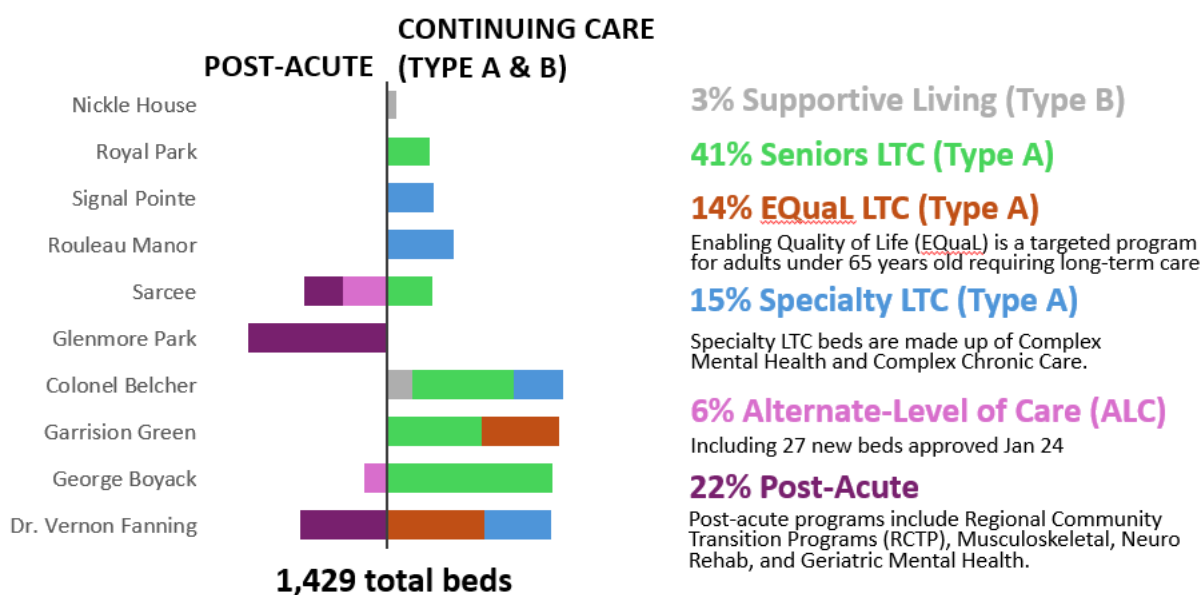


CREATE CAREWEST:

Strategic Plan 2023-26 Update

Overview of Carewest

Established in 1961, Carewest is a publicly operated charity and a wholly owned subsidiary of Alberta Health Services (AHS). Carewest operations focus on continuing care residential and post-acute short stay rehabilitation programs within the Calgary Zone, as well as outpatient clinics and community programs. The following is a snapshot of the distribution of beds by type of care provided:



Over the past 5+ years, Carewest has transformed in response to challenges and opportunities in the healthcare system by creating a new Complex Mental Health program, 2 Alternate Level of Care (ALC) programs, and adding overall capacity as part of surge planning. Carewest is collaborating with AHS to open the 198 bed Bridgeland Riverside Continuing Care Centre in 2026, which will add much needed continuing care mental health capacity. More information on Carewest can be found at www.carewest.ca.

Strategic Plan Background

In 2022-23 the Carewest Board and leadership team embarked on a value-based engagement journey to create the strategic direction for the organization. The [Carewest Strategic Plan 2023-26](#), set the priorities for not just our business, but for how we make a difference in the lives of those we care for, and creating a place where our staff and volunteers feel proud to come to every day. There is much to celebrate that has already been accomplished, and we are excited to continue this journey.

YEAR ONE: SUCCESS STORIES

We are proud of what our team has achieved in the first half of this strategic plan:

CLIENT EXPERIENCE

The Volunteer Strategy was implemented, which added 124 volunteers in 2024 alone, and better volunteer engagement through a new system.

Carewest implemented the Mealsuite software system, designed to automate end-to-end food service operations.

To help improve the care planning for long-term care clients, Carewest centralized the Resident Assessment Instrument (RAI) process to specialized staff, which will free up nursing staff for care activities.

Over \$850,000 was invested from accommodation dollars to improve Carewest spaces to create better, safer living and working environments.

HEALTHY WORKPLACES

On May 4th, 2024 Carewest proudly launched the Connect Care electronic health record system, along with AHS, as part of Launch 8. This was an incredible feat, with over 20,000 of hours of staff training, and a complete transformation of how our staff work daily.

The centralization of the Booking Office in 2023 led to better integration with recruitment, and transformed the practices to be more consistent, responsive and extended working hours to support sites with timely replacement of staff.

The Carewest recruitment process was made more effective and efficient through analysis of roles, practices and resources.

AGILE SYSTEM INTEGRATION

Carewest worked with AHS on a bed map strategy, which included the addition of 10 beds in 2023 to help manage acute care capacity. Carewest also converted 28 long-term care spaces at George Boyack to Alternative Level of Care (ALC) beds that allows clients to transfer to a community setting while waiting placement or continue their recovery to be discharged home.

Planning work for the Bridgeland Continuing Care Centre was well underway, with a major workshop held to kickstart the project plan and identify key dependencies.

Carewest adopted the new continuing care legislative changes on April 1st, which was part of the ongoing transformation of Alberta's continuing care system.

FINANCIAL SUSTAINABILITY

With AHS collaboration, Carewest transferred the home care services provided in the C3 program from inhouse to a contracted service provider that could provide better geographical coverage at a lower cost.

Carewest participated in an intensive application process with the Calgary Health Foundation, resulting in a \$1.8M commitment to ensure the new Bridgeland Continuing Care Centre is world-class.

As part of the Connect Care launch, the onsite Business Office function around Trust Management transferred from AHS to Carewest. This change also changed practices to align with AHS provincial billing standards.

YEAR TWO ACTION PLAN: LOOKING FORWARD

The following are the initiatives that Carewest has committed to in the current and upcoming year to continue to advance the strategic plan.

CLIENT EXPERIENCE

Carewest has invested in specialized positions to better support quality and safety improvement initiatives in LTC.

The planned implementation of the AHS Reporting & Learning System (RLS) will help improve the response to safety events.

With Connect Care fully implemented, Carewest will focus on maximizing utilization of the system functionality and sustainability of processes.

An additional 10 projects worth \$16M have been approved by Alberta Infrastructure to improve our aging facilities.

AGILE SYSTEM INTEGRATION

To ensure successful opening of the new Bridgeland Continuing Care Centre, a dedicated senior leader, multiple working groups, and a project manager will undertake robust planning and risk management processes.

Collaboration between teams will be increased with better direction and actions plans for Operational Program Committees, such as the Sub-acute Rehabilitation.

Active planning and analysis is underway to assess the impact of the Alberta health care transformation, looking at the risks and opportunities for Carewest to continue to add value in the new structure.

FINANCIAL SUSTAINABILITY

Identification of cost reduction strategies, including staffing booking practices that will result in lower cost without negatively impacting care.

Improvements to Position Management process to gain better data and control over our key resource, our people. This will help improve resource management to ensure staffing is aligned with need.

Carewest is assessing the impact of the Alberta continuing care funding model methodology changes, improving processes to maximize available funding, advocating with Alberta Health for sustainable changes.

HEALTHY WORKPLACES

Leadership has committed to the Psychological and Physical Safety Strategy Action Plan to improve staff safety at Carewest.

Along with AHS, Carewest will implement a new workforce management system called MySchedule which will help with both resource planning and staff communication.

Carewest is focused on increasing leadership capability and development through use of different modalities and improved training content.

Improving clarity of role and expectation for support positions, targeting admin support in 2025

INVESTING IN THE STRATEGIC PLAN

As required under legislation, the Carewest budget achieved a balanced position, while still be able to support the priorities in this strategic plan through savings in other areas.

- Changes to the Carewest leadership structure allowed for the conversion of the Associate Director positions to support Quality Improvement, the commissioning of the new Bridgeland Riverside Continuing Care Centre, and program committee leadership.
- Positions within the Quality and Performance portfolio were repurposed to target improvement initiatives in long-term care, partially in response to the new legislative requirements.
- Efficiencies achieved in the recruitment process were invested in positions to help with the opening of the new Bridgeland facility, as well as the launch of the new MySchedule system.
- New funding received for care hours through the Alberta Continuing Care Transformation initiative was invested in the centralization of the RAI assessor roles, allowing direct care staff to focus more time on the daily care planning needs.

Carewest is committed to advancing the organization while striving for strong financial accountability.

RISK ASSESSMENT

Alberta is undergoing a major transformation of healthcare delivery, which is anticipated to have an impact on Carewest governance and potentially operations. Priorities outlined in the strategic plan may need to be adjusted in response to the healthcare system transformation, as well as other system pressures. While some of the priorities may change, Carewest will be consistent in keeping the client at the centre of decisions being made and ensuring high quality of care is still being delivered by all of the Carewest programs.