

Goals, Strategies and Outcomes

A. Secure adequate, sustainable resources for quality care

Goals:

1. Secure adequate, predictable funding and flexible accountability frameworks that allow long-term care and designated assisted living operators to provide quality care and housing services to residents.

Strategies:

- a. Work with government, Alberta Health Services and other health care partners to develop a new activity-based provincial funding model for long term care centres and designated assisted living settings.
- b. Represent the needs of operators to receive adequate funding to implement and sustain initiatives such as MDS, Health Care Aide skills development, infection prevention and control, and pandemic planning and management.
- c. Communicate to government the urgent need to establish policies and processes to adjust regulated resident accommodation fees annually in response to inflation pressures.
- d. Continue to work with government to develop new models for setting accommodation fees in long term care centres and designated assisted living settings that reflect the cost of project development, capital renewal and operations.
- e. Work with government to secure ongoing investments in capital development, renewal and replacement of term care facilities and development of affordable supportive living facilities in accordance with the *Continuing Care Strategy*.
- f. Advocate for property tax exemptions for designated assisted living operators.

Outcomes:

- ◆ A new provincial funding methodology that ensures stable, sustainable and equitable funding for continuing care health and personal care services.
- ◆ Regulated accommodation fees reflect the current costs of providing quality accommodation services.
- ◆ Government policies and programs support capital development, replacement and modernization of long term care centres and development of affordable supportive living settings.

B. Enhance relationships with government, Alberta Health Services and key stakeholders

Goals:

1. Build upon relationships with Alberta Health Services and government to ensure Association participation in policy development and direction setting. Emphasis will be placed on advocating for an appropriate mix of long term care and designated assisted living spaces to best meet community and client needs in accordance with government's *Continuing Care Strategy*.
2. Enhance the Association's reputation with elected officials, government and the public as a credible voice for the industry.
3. Continue the Association's collaborative relationship with other industry stakeholder organizations to ensure government receives consistent and coordinated input from the continuing care sector.
4. Provide effective tools for the Association and its members to present information about the industry to residents, families, the public and elected officials.

Strategies:

- a. Provide leadership and participate effectively in ad hoc government policy committees and standing collaborative committees between industry and government.
- b. Establish regular meetings with key cabinet ministers, other elected representatives and senior government officials to address current issues and present the Association's perspective.
- c. Develop effective methods and materials to inform members of current issues and opportunities and help them provide timely, relevant information about the industry to their residents, families and elected officials.
- d. Continue the Collaborative Alliance with the Alberta Senior Citizens' Housing Association, Alberta Home Care and Support Association and Seniors Housing Society of Alberta and meet regularly as a group with government officials to raise common issues and recommendations.
- e. Continue to network through various forums and with other agencies, organizations and advocacy groups with similar interests, and participate in forums organized by key stakeholders.

Outcomes:

- ◆ Issues and position papers are developed for presentation to MLAs, government departments, advocacy groups and other stakeholders to highlight challenges facing Alberta's continuing care sector, ACCA positions, and recommendations for resolutions.
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- ◆ Continuing care sector issues and recommendations related to implementing the Continuing Care Strategy (e.g. 20-60-20) are clearly communicated.
 - ◆ Key cabinet ministers, other elected representatives and senior government officials understand the Association's perspective on issues facing the continuing care sector.
 - ◆ Improved public perception and understanding of the challenges facing the long-term care and designated assisted living providers.
 - ◆ Members and stakeholders receive timely, accurate information on issues, activities and events affecting the continuing care system.

C. Promote effective responses to human resource and labour relations issues in continuing care

Goals:

1. Through collaboration with government, educators and industry promote the training, recruitment and retention of capable, qualified employees for the continuing care sector.
2. Improve the stability and viability of Alberta's continuing care employment environment by working with government, unions and employers to update legislation and contracts in response to the changing continuing care system (e.g. aging-in-place).

Strategies:

- a. In partnership with government and Alberta Health Services implement strategies to increase the number of skilled and qualified Health Care Aides through development of skills assessment and in-service training programs, improved access to skills development funding, establishment of a Health Care Aide registry and "evergreening" of the Health Care Aide Curriculum.
 - b. Promote Health Care Aides as an eligible category for inclusion in the Alberta Immigrant Nominee Program.
 - c. Promote the continuing care sector as an attractive and rewarding career choice.
 - d. Participate in government's Health Workforce Strategy initiative.
 - e. Establish regular meetings with unions representing continuing care employees to share information on challenges and opportunities.
 - f. Promote changes to Alberta labour legislation that will address the inconsistent treatment of essential employees within the health system.
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Outcomes:

- ◆ Number of qualified Health Care Aides increases province-wide.
- ◆ Reduced labour shortages in all continuing care positions.
- ◆ Clearer, consistent labour laws related to the provision of essential services in continuing care settings.

D. Ensure continuing care settings are able to respond effectively to an influenza pandemic

Goal:

1. Long term care and designated assisted living providers have adequate protective equipment, funding and training to respond to an influenza pandemic.

Strategies:

- a. Continue to advocate with Alberta Health and Wellness and Alberta Health Services to provide timely information and adequate funding, supplies and training.
- b. Promote the exchange of lessons learned and best practice information between members and with Alberta Health Services to enable better preparation for future pandemic outbreaks.

Outcomes:

- ◆ Members have appropriate funding, supplies and training to respond effectively to an influenza pandemic.
 - ◆ Staff, residents and visiting family members are protected and residents continue to receive quality care during an influenza outbreak.
 - ◆ Experiences during the 2009 influenza pandemic result in improved ability to respond to future outbreaks.
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E. Improve standards and measurement processes in continuing care

Goals:

1. Ensure the Association is effectively consulted during the development or revision of legislation, standards, and inspection or reporting processes.
2. Ensure new design guidelines, operating standards and reporting processes include a focus on their capital and operating cost implementations for operators.
3. Advocate for the reduction of overlapping or contradictory standards and inspection processes by government, Alberta Health Services or other agencies.
4. Promote the shift toward outcome based measures and reporting processes that give operators the flexibility to adopt innovative ways of providing quality services, focus scarce resources on the provision of care, and maximize staff time with residents and families.

Strategies:

- a. During regular meetings with Ministers and senior government officials ensure the ACCA position on standards, monitoring and reporting processes is clearly communicated.
- b. Ensure the Association is represented on working groups reviewing the Continuing Care Health Service Standards, Supportive Living and Long Term Care Accommodation Standards and Continuing Care Standards Monitoring.
- c. Continue to participate in the Quality Improvement and Measurement Core Task Team to promote the use of MDS and other outcome data to measure quality of care.
- d. Advocate for the selection of an effective tool for acuity measurement in designated assisted living.
- e. Advocate for greater industry participation in the development of new design guidelines for long term care and designated assisted living facilities.

Outcomes:

- ◆ Improved design guidelines, standards, monitoring and reporting processes in continuing care that promote quality care but do not remove resources from the provision of care and accommodation services.
 - ◆ Reduced number of inspections required in long term care and designated assisted living settings.
 - ◆ Shift to outcome-based (e.g. resident and family satisfaction) measures.
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