



# ANNUAL REPORT



## 2020 Annual Report

ACCA's Greatest Strength is Our Members!

## ABOUT ACCA

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 **13,000** long-term care (LTC) and designated supportive living (DSL) individuals and over **5.4 million hours** of Home Care to Albertans. Supporting our members has always been our number one priority and ensuring we adequately understand and capture your concerns and communicate these to our partners in government, Alberta Health Services, and others, will remain our focus.

## Mission, Vision and Values

### Our Mission

Championing quality of care, quality of life and enhanced wellness for Albertans requiring Continuing Care.

### Our Vision

To be the recognized voice for advancing excellence and innovation in Continuing Care.

### Our Values

**Client, resident, family-centred**

**Community-focused**

**Compassion**

**Innovation**

**Integrity**

**Inclusivity**

**Collaboration**

## ACCA TEAM



**Wayne Morishita**  
*Executive Director*



**Shingai Bowora**  
*Director of Policy & Research*



**Heather Aggus**  
*Director of Marketing & Communications*



**Grace Doll**  
*Accountant*



**Ashley Senft**  
*Executive Assistant*

## 2019/2020 BOARD OF DIRECTORS



**Chair**  
**Jennifer McCue**  
*Bethany Care Society*



**Vice Chair**  
**Salimah Walji-Shivji**  
*AgeCare*



**Second Vice Chair**  
**Derrick Bernardo**  
*Covenant Care*



**Treasurer**  
**Shawn Terlson**  
*Shepherd's Care Foundation*

### Directors



**Al Jina**  
*Park Place Seniors Living*



**Daren Farnel**  
*Bayshore Home Care*



**Michael Harris**  
*Extendicare*



**Karim Kassam**  
*Optima Living*

### Directors-at-Large



**Gregg Ulveland**  
*Qualicare Health Services Corporation*



**Lyn Krutzfeldt**  
*Asura Health Services & AdvantAGE Assist Group*

Message from the  
**BOARD CHAIR**



This year has been a challenging one for continuing care and unlike anything we have ever experienced before. On behalf of the ACCA Board of Directors, I wish to extend my sincere appreciation to our members, community and government partners, and the ACCA administrative team for your support during a public health emergency.

Over the last year, your Board was active; working with government and Alberta Health Services to ensure the concerns of operators were highlighted and solutions developed to assist all of us as we navigated the COVID-19 global pandemic. Through our advocacy we were able to shape policy at the provincial level, offering proactive and innovative ideas and solutions to meet the challenges that were presented by the pandemic. This included providing input into the development of public health orders, presenting the funding challenges being faced by operators and ensuring access to adequate personal protective equipment. The highlight was the announcement of more than \$170 million in funding for designated supportive living, long-term care and seniors' lodges.

COVID-19 continues to threaten the vulnerable populations that we serve. Your Board is committed to continuing to work closely with all stakeholders, and to advocate for positive changes to continuing care. We owe this to the thousands of Albertans who require care and services today, and the countless more who will need it tomorrow.

COVID-19 has thrust our work into the spotlight and has highlighted the need to change how our society views ageing. The pandemic has shown just how hardworking care providers are, and that when faced with challenges, we have continued to provide the very best quality of care for thousands of Albertans most at risk. We grieve alongside families and caregivers for the loss of so many lives as a result of COVID-19.

It has been a privilege and honour to serve as your Board Chair and represent our members during this extraordinary time. Our priority is to ensure our representation with government, the public, and other partners and stakeholders is accurate and informed. Our Members Truly Are Our Greatest Strength!

Sincerely,

Jennifer McCue

Message from the  
**EXECUTIVE DIRECTOR**



It now marks a year that I have been with the ACCA. I want to begin by thanking the ACCA Board of Directors, who helped me gain an understanding of the key issues facing the continuing care sector, and whose leadership was so critical in navigating the challenges presented by COVID-19.

Despite having to manage the impact of the pandemic within their own organizations, the Board was always available for frequent meetings and collaboration with key stakeholders, including Alberta Health Services and the provincial government. Our Board quickly and creatively offered solutions on behalf of our members to help strengthen our position as the voice of Continuing Care in Alberta. The compassion, dedication, and hard work of our Board has been truly inspiring.

In addition to the challenges presented by COVID-19, the ACCA was able to advance several other important issues. Aging infrastructure of many care centres throughout the province, the growing need for an increase in the number of supportive living and long-term care spaces, and how best to help seniors stay in their homes and communities through the support of homecare providers. This will remain our focus going forward as we work to shape positive industry outcomes associated with initiatives such as the Facility-Based Continuing Care Review and the Legislative Continuing Care Review.

The ACCA has continued to be a strong financial steward and has achieved significant efficiencies, including having transitioned to a remote working environment. We thank you for your ongoing support and we will continue to dedicate ourselves to be the voice of the continuing care sector in Alberta. We are at our strongest when we work together.

Thank you,

Wayne Morishita



## STRATEGIC PLAN 2021-2023

The ACCA's retreat earlier this year was instrumental in creating a new organizational strategic plan that aligns with our Mission, Vision and Values, and develops the ACCA as a thought leader and trusted source of information. Our plan recognizes the systemic issues in continuing care that have been exacerbated by COVID-19 and that a window of opportunity exists right now to address these challenges with government. Furthermore, Member engagement is focused on providing additional value to the membership.

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.

- Inform public policy and key stakeholders to support the sustained effectiveness of the continuing care sector.

- An efficient, sustainable continuing care system, with role clarity, clear accountabilities and effective structures.
- Continuing care services that are adequately resourced, meet demand and satisfy client expectations.
- Continuing care legislation and regulations that focus on desired outcomes and align with client and resident needs, prioritizing their safety and quality of life.

**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.

- Loyal members that are informed and equipped, enabling them to offer high quality services.
- Growing and engaged membership whose priorities are represented accurately and effectively.

**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.
- Develop and sustain the capacity of ACCA as a thought leader in Alberta's continuing care sector.

- ACCA recognized as the trusted authority and voice for continuing care providers in the province.
- Strong partnerships with government and key stakeholders.
- ACCA is included and contributes impactfully to key improvements in Alberta's continuing care system.
- A well-informed community that supports providers and clients.



2020 HIGHLIGHTS  
ADVOCACY  
MEMBER ENGAGEMENT  
INDUSTRY LEADERSHIP



# ADVOCACY

Throughout 2020, the ACCA intensified our advocacy efforts to unprecedented levels, supporting our members' priorities in managing the COVID-19 pandemic. We significantly strengthened our collaborative relationships with Alberta Health and Alberta Health Services (AHS), as well as Alberta's Seniors and Housing Ministry.



*Board Chair Jennifer McCue listens as Minister of Health Tyler Shandro speaks to the ACCA Board and guests at a reception prior to COVID-19.*

## KEY HIGHLIGHTS

The ACCA participated in weekly pandemic meetings with the Ministry of Health, representing membership priorities and concerns. At the national level, we collaborated with the Canadian Association for Long Term Care (CALTC), advocating to Alberta's Premier and Members of Parliament to highlight our top priorities, including infrastructure and COVID-19 continuing care funding.

The ACCA successfully advocated for funding support to help the Continuing Care (CC) sector with COVID-19 incremental costs. The ACCA was invited to share in the Health Minister's announcement of \$170 million in funding for designated supportive living, long-term Care, and seniors' lodges in the ongoing battle against COVID-19. Following an intensive advocacy campaign to prioritize modern, functional CC, the ACCA was invited to jointly announce Alberta's initiative for new publicly funded spaces and communities identified as priority. The funding capital component of this initiative will be explored in the future. Board Chair, Jennifer McCue, was also invited by Minister of Labour, Jason Copping, to lead a team in providing recommendations regarding operator challenges in the implementation of the Single Site order and the Health Care Aid \$2 Top-up.

The ACCA also submitted numerous papers on government and stakeholder initiatives, including:

- The AHS Performance Review Report and Implementation Plan
- The Alberta Facility Based Continuing Care Review, the Alberta Continuing Care Legislative Review, and the Home Care review. Further input will be gathered from members on these crucial initiatives through Member Townhalls in all zones during November 2020.
- Most recently, we met with Minister Shandro to advocate for COVID Legal Liability Protection Legislation for all operators in CC, and we will be submitting draft legislation for the Ministry's review this month.

We also provided input into COVID-19 Public Health and Ministerial Orders and other operator issues ensuring that the voice of our members was at the table:

- PPE Shortages
- Staffing Levels
- Visitor Restrictions
- ACCA Visitor Waiver
- Allied Staff Exemption to Single Site Order
- Asymptomatic Testing of Residents and Staff
- Regulating of Health Care Aides
- AHS Audits and Inspections
- COVID-19 Expense Reporting and Reconciliation

# ADVOCACY

## ADVOCACY



**Weekly**  
Government  
Meetings &  
COVID-19  
Updates



Invited to  
Announcement  
**\$170M**  
COVID-19  
Support Funding



Announced New  
**CC infrastructure**  
Program with  
Minister of Health



**15+**  
Submissions to  
Government



**4**  
Meetings  
with Health  
Minister and  
CMOH



ACCA @ACCAssoc · May 19

Thank you for your ongoing support and collaboration. Today's announcement will have very positive impact on operators' ongoing provision of the best care possible for our province's most vulnerable citizens. #StaySafe



Tyler Shandro ✓ @shandro · May 19

I want to thank Minister @PonJosephine & Jennifer McCue from @ACCAssoc for joining me today. As we slowly lift public health restrictions, it's essential that we ensure these facilities have the resources to protect residents & staff from #COVID19AB. 4/4  
[alberta.ca/release.cfm?xl...](https://alberta.ca/release.cfm?xl...)

[Show this thread](#)

Your Board and the ACCA team will continue to advocate for you, working in collaboration with our partners within government and AHS.

ACCA Board Chair Jennifer McCue shared a video on YouTube acknowledging these advocacy efforts, our strong partnerships with key stakeholders, and above all thanking our membership during these unprecedented times. The video is available [here](#).

# MEMBER ENGAGEMENT



*Headversity CEO Dr. Ryan Todd preparing to virtually speak to the ACCA Membership.*

## KEY HIGHLIGHTS

The mental health and wellness of your teams and how to best support them has long been identified as a key topic of concern for our members. This year, the ACCA pursued various options to address mental health and wellness as we entered into an industry partnership with online resiliency organization Headversity. We also partnered with Clinical Psychologist Dr. Al-Noor Mawani who offered preferred rates for ACCA Members.

Following a Request for Proposal, the ACCA will be rolling out a campaign designed to increase public awareness about CC in Alberta and enlist support in advocating for positive enhancements to the system. Beginning in December and continuing into 2021, we believe that this campaign, running in parallel to the CC review, will activate our community and encourage participation across the province to ensure system improvements as we move forward.

In 2020 we also launched the ACCA Membership Webinar Series. Our webinar series was attended by over 300 attendees and all webinars were rated at least 4/5 in satisfaction from the members and over 90% found them of value. Webinars included:

- **Dr. Samir Sinha** - *Early Insights on COVID-19's Impact on the Future of Long-Term Care*
- **Kate Davis** - *Renowned Comedian - Finding Balance in Stressful Times*
- *ACCA Members Sharing Their Innovations and Preparing for the Next Wave of COVID-19*
- **Dr. Angel Chu:** *How To Best Protect Our Seniors Against Influenza This Season*

## ACCA 2020 Awards of Excellence Winners

### **ACCA Heroes of the Year Recipients:**

**Evelyn Ma** - *Wing Kei*

**Sarah Allen** - *The Brenda Strafford Foundation*

**Nicola Devoe** - *Bethany Care Society (CollegeSide)*

### **ACCA Innovator of the Year Recipient:**

**The Brenda Strafford Foundation**

*Thank You*



*Webinar Series Sponsor!*

*Thank You*



*Award of Excellence Sponsor*

## MEMBER ENGAGEMENT



**300+**

Webinar  
Attendees



**60+**

Membership  
Communications  
Issued



**30%**

Increase in ACCA  
Communication  
Read Rates



**Weekly**

COVID-19 Updates,  
as Needed



Groundwork of  
**PR Campaign**  
Begun in 2020 -  
Major 2021 Initiative



**Twitter followers**  
Include the Premier of  
Alberta, Ministers of  
Health and Seniors &  
Housing



**30%**  
Increase in Visits to  
ACCA Website

*“The content of the presentation of Dr. Chu was excellent and so helpful-it is great to see the stats and how immunization can be used to help protect the health of vulnerable seniors.”*

*- Dr. Angel Chu webinar: “How To Best Protect Our Seniors Against Influenza This Season”*

## INDUSTRY LEADERSHIP



*Board Chair, Jennifer McCue speaking at the \$170M Government Funding Announcement*

## KEY HIGHLIGHTS

The ACCA hosted a virtual Town Hall for our home care members to assess the impact of COVID-19. Going forward, all streams of CC have our commitment that we will do all that we can to ensure your voice is heard. Terms of Reference and priorities have been identified for proposed ACCA working groups for 2021 which include the Home Care Working Group, Policy and Legislation Working Group, Human Resources and Labour Relations Working Group, and Public Relations and Communications Working Group.

ACCA members came together to develop the ACCA's government input on the year's greatest priorities, including; extraordinary operations costs related to COVID-19, Home Care systems support and essential services legislation.

We supported the growth of knowledge within CC, facilitating connections and sharing leading research projects, including; National Institute on Aging, University of Alberta and Health Quality Council of Alberta.

## Thank You to Our New and Returning Members



*Corporate Member*



*Corporate Member*



*Corporate Member*



*Voting Member*



*Corporate Member*



*Voting Member*



*Associate Member*

## INDUSTRY LEADERSHIP



**5+**

Member Advisory  
Groups



**12+**

Government  
& Stakeholder  
Committees with  
ACCA Representation



**>30**

Mentions on Twitter  
by Government  
Leaders and Other  
Key Stakeholders



**>25**

Media Queries  
for Comment



*The sharing of information, ideas and resources, which is one of the mandates of the ACCA, is paramount to our success, particularly during these challenging times, and we feel is a benefit to the people we care for in our community.*



- Home Care Member



## FINANCIAL HIGHLIGHTS (2019)

## Statement of Operations

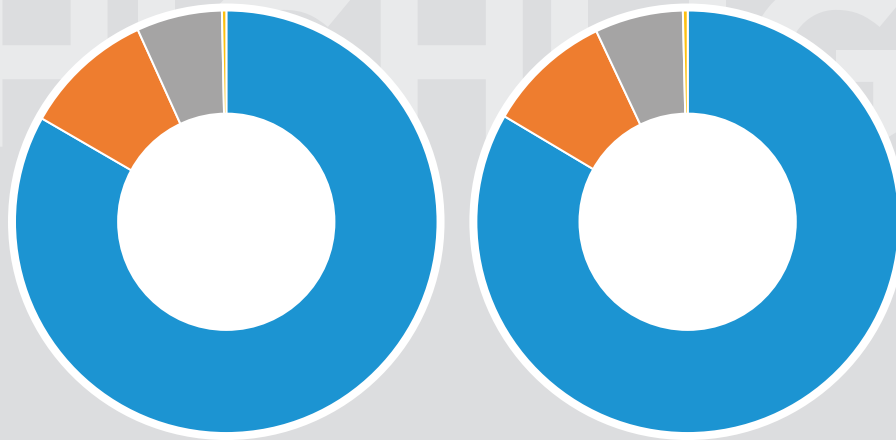
Year Ended  
December 31, 2019

	2019	2018
<b>REVENUES</b>		
Voting member fees	\$ 607,764	\$ 556,633
Corporate membership fees	72,000	63,000
Interest and other income	46,932	44,237
Associate membership fees	2,400	2,400
	<b>729,096</b>	666,270
<b>EXPENSES</b>		
Wages and benefits	379,080	466,649
Consultants	146,720	72,903
Travel	73,248	70,837
Rent	38,745	38,745
Public relations and entertainment	15,378	16,783
IT support and supplies	13,441	15,666
Professional fees	12,575	16,449
Subscriptions, memberships and donations	9,521	13,227
Amortization	8,569	11,939
Office supplies and printing	7,249	16,281
Telephone and utilities	6,992	7,548
Website	6,549	25,501
Staff development	3,370	11,856
Insurance	3,325	3,124
Bank service charges	2,543	2,898
Postage and courier	1,553	1,148
	<b>728,858</b>	791,554
<b>REVENUES OVER (UNDER) EXPENSES FROM OPERATIONS</b>	<b>238</b>	(125,284)
<b>OTHER REVENUES (EXPENSES)</b>		
Conference and trade show revenue	233,276	310,525
Conference and trade show expenses	(201,555)	(203,090)
	<b>31,721</b>	107,435
<b>REVENUES OVER (UNDER) EXPENSES</b>	<b>\$ 31,959</b>	\$ (17,849)



# FINANCIAL HIGHLIGHTS

## SOURCES OF FUNDS

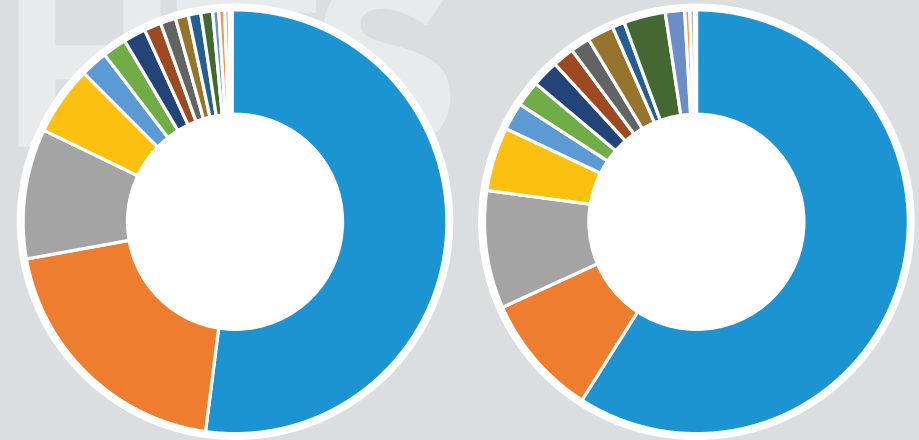


2019

2018

- Voting Member Fees
- Corporate Membership Fees
- Interest and Other Income
- Associate Membership Fees

## USE OF FUNDS



2019

2018

- Wages and benefits
- Travel
- Public relations and entertainment
- Professional fees
- Amortization
- Telephone and utilities
- Staff development
- Bank service charges
- Consultants
- Rent
- IT support and supplies
- Subscriptions, memberships and donations
- Office supplies and printing
- Website
- Insurance
- Postage and courier

*“ACCA gives you insight into managing challenges successfully by linking you to leaders in the community who have knowledge and experience in best practices for seniors care.”*

- Pamela Bulvin, Architect, Stantec Architecture Ltd.

## Statement of Financial Position

Year Ended  
December 31, 2019

	2019	2018
<b>ASSETS</b>		
CURRENT		
Cash and cash equivalents	\$ 878,126	\$ 645,786
Short-term investments	-	252,360
Accounts receivable	<b>18,632</b>	-
Prepaid expenses	<b>5,809</b>	8,057
	<b>902,567</b>	906,203
TANGIBLE CAPITAL ASSETS (Note 3)	<b>15,667</b>	4,236
	<b>\$ 918,234</b>	\$ 930,439
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT		
Accounts payable and accrued liabilities	<b>\$ 18,624</b>	\$ 14,875
Deferred revenue (Note 4)	<b>154,559</b>	202,472
	<b>173,183</b>	217,347
NET ASSETS		
Unrestricted	<b>498,378</b>	489,571
Invested in tangible capital assets	<b>15,667</b>	24,236
Internally restricted (Note 5)	<b>231,006</b>	199,285
	<b>745,051</b>	713,092
	<b>\$ 918,234</b>	\$ 930,439

## Statement of Changes in Net Assets

Year Ended  
December 31, 2019

	Unrestricted	Invested in Tangible Capital Assets	Internally Restricted	2019	2018
<b>NET ASSETS BEGINNING OF YEAR</b>	\$ 489,571	\$ 24,236	\$ 199,285	<b>\$ 713,092</b>	\$ 730,941
Revenues over (under) expenses	40,528	(8,569)	-	<b>31,959</b>	(17,849)
Transfers	(31,721)	-	31,721	-	-
<b>NET ASSETS END OF YEAR</b>	<b>\$ 498,378</b>	<b>\$ 15,667</b>	<b>\$ 231,006</b>	<b>\$ 745,051</b>	\$ 713,092

# Statement of Cash Flow

Year Ended  
December 31, 2019

	2019	2018
<b>CASH PROVIDED BY (USED IN):</b>		
<b>OPERATING ACTIVITIES</b>		
Revenues over (under) expenses	\$ 31,959	\$ (17,849)
Item not affecting cash:		
Amortization	8,569	11,939
	<b>40,528</b>	<b>(5,910)</b>
Changes in non-cash working capital:		
Accrued interest relating to short-term investments	-	(1,277)
Accounts receivable	(18,632)	-
Prepaid expenses	2,248	(1,947)
Accounts payable and accrued liabilities	3,749	391
Deferred revenue	(47,913)	114,584
	<b>(60,548)</b>	<b>111,751</b>
	<b>(20,020)</b>	<b>105,841</b>
<b>INVESTING ACTIVITIES</b>		
Maturity of short-term investments	252,360	500,000
Purchase of short-term investments	-	(250,000)
	<b>252,360</b>	<b>250,000</b>
<b>INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>232,340</b>	<b>355,841</b>
Cash and cash equivalents - beginning of year	645,786	289,945
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>\$ 878,126</b>	<b>\$ 645,786</b>

**APPROVED ON BEHALF OF THE BOARD**



Director



Director





**Alberta Continuing  
Care Association**

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**Contact Us**

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