




ADVOCATE, INNOVATE, ENGAGE:

Shaping the Future of Continuing Care



ACCA 2024-2025 ANNUAL PLAN



The Alberta Continuing Care Association (ACCA) is a non-profit, voluntary organization representing the providers of continuing care services in Alberta. We provide a collective voice for our members, a unique alliance of:

- Owners and operators of Home Care and Support Services, and Continuing Care Homes (Type A, B and C);
- Private and non-profit providers; and
- Providers of quality products and services that support the continuing care sector.



DRIVING ADVOCACY, ENGAGEMENT, AND INNOVATION FOR OUR CONTINUING CARE COMMUNITY

At ACCA, we are deeply committed to continuously adding value for all our members through advocacy, engagement, support and leadership. Our goal is to ensure that every member, new or longstanding, feels empowered, heard, and equipped with the tools and resources necessary to succeed in today's rapidly changing environment. We are strong advocates for our members, diligently representing their interests at both the provincial and national levels.

ACCA engages members in intentional and meaningful ways to respond to shared risks, challenges, and opportunities. We bring members and partners together to exchange knowledge and experiences, learn from one another and collaborate on solution-oriented actions. Through these efforts, we elevate critical issues and ideas for improvement in alignment with our collective mission, vision and values.



Mission

To support our members in creating a sustainable and innovative Continuing Care sector in Alberta.

Vision

To be the leading voice for advancing excellence in Continuing Care in Alberta.

Our Values

- **INTEGRITY:** Our words and commitments are consistently aligned with our actions.
- **ACCOUNTABILITY:** We acknowledge and assume responsibility for the actions, decisions and policies we undertake.
- **COLLABORATION:** We affirm that collective effort can lead to greater achievement, far beyond what is possible by acting alone.
- **GROWTH:** We aspire to help our members grow in knowledge, capability and capacity in serving Albertans requiring Continuing Care.
- **CREDIBILITY:** We are committed to building partnerships with our members, government, the public and stakeholders based on a strong foundation of trustworthiness, expertise and reliability.

2025 Annual Plan Context:

BUILDING A BRIDGE TO SUPPORT TRANSITION

In 2023, the Alberta government invested \$1 billion over 3 years to begin transforming the continuing care system with goals to:

- Shift more care into the community
- Enhance workforce capacity
- Increase choice and innovation
- Improve quality

The **Continuing Care Act** (the Act), regulations and standards subsequently came into effect on April 1, 2024. The Act integrates home care, supportive living, and long-term care under one legislative framework to create a more seamless experience for clients transitioning between different levels of care.

ACCA champions opportunities for positive change, such as increased efficiencies for operators, career growth for workers, improved outcomes for Albertans, and a renewed continuing care system that is more accessible, sustainable, and easier to navigate.

While restructuring the health system brings many potential benefits in quality, transparency, and accountability, it also imposes new challenges and responsibilities for operators, service providers, healthcare professionals, and the broader healthcare system. New legislation, standards and regulations will take time to interpret, translate, and implement into operations.

ACCA's 2024-2025 Annual Plan serves as a one-year transitional bridge, enabling us to advance our 2021-2023 Strategic Plan priorities while maintaining flexibility to adapt to the shifting environment. The strategic pillars of advocacy, engagement and innovation continue to resonate and are carried forward in this annual plan. By consistently engaging with members and policymakers, this adaptive approach will help ACCA influence the future of continuing care in ways that result in tangible benefits for Albertans.



Strategic Priorities, Actions & Outcomes

ACCA will play a vital role in reshaping the continuing care system through the mutually reinforcing priorities of advocacy, innovation and engagement.

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STRATEGIC PRIORITY

Advocacy

ROLE

We will influence the continuing care environment to support providers' ability to deliver high quality and sustainable services to their clients.

ACTIVITIES

Engage in evidence and experienced based policy advocacy, collaborate with government and represent members' interests.

OUTCOMES

Influence policy decisions, secure adequate funding and resources, and shape an environment that supports the sustainability and quality of continuing care.

IMPACT

A more cohesive and organized sector, with members actively contributing to advocacy efforts and feeling represented in discussions with policymakers.

VALUE

ACCA advocacy leads to tangible improvements in policy, funding, and service delivery that benefits both providers and the populations they serve.



Core Actions

CONVENE INTEREST GROUPS

ACCA will convene and facilitate member driven interest groups to develop and deliver clear advocacy messages related to home care, facility-based care, finance, legislation, information management and technology, quality of care and labour relations. ACCA will serve as a knowledge broker, delivering evidence and experience-based position papers, action plans and recommendations to policy makers.

HOME CARE Interest Group

ACCA will work with members to draft a position paper outlining a vision for the future of home care in Alberta.

CONTINUING CARE DESIGN GUIDELINES Interest Group

The 2023 Continuing Care Design Standards for Continuing Care Homes and Supportive Living Accommodations present capital and operational challenges. Recommendations will be developed to support successful new build and modernization efforts.

CHIEF FINANCIAL OFFICERS Interest Group

This team will provide professional advice and recommendations on shared financial opportunities and challenges for facility operators.

LEGISLATION Interest Group

This group will share expert advice and recommendations on legislation related issues and challenges affecting the sector.



**INFORMATION
MANAGEMENT
AND TECHNOLOGY**
Interest Group

Integration and connections between services need to be established. This group will identify priority actions to address these concerns.

QUALITY OF CARE
Interest Group

Providing exceptional care and experiences for clients, residents, family and caregivers is a priority for ACCA members. This group will identify actionable ways to enhance quality of life and care across the continuum for the Continuing Care sector.

LABOUR RELATIONS
Interest Group

Members will share their experiences in the collective bargaining process as well as other human resources issues impacting their operations. This group will engage in discussions on the quality and wellness of their staff working in environments that are safe and sustainable with living wages that support their qualifications, training and experience.

HUMAN RESOURCES
Interest Group

An environmental scan will be conducted to assess current efforts aimed at addressing healthcare workforce and human resources strategies. ACCA will survey members to identify specific gaps, concerns, and priority areas for focus. Together, we will develop action plans to address these challenges and improve workforce sustainability across the sector.



DESIRED OUTCOMES

- ACCA's advocacy efforts, supported by position papers with coordinated member input, will influence government policy decisions related to continuing care.
- Through strategic advocacy, ACCA will secure adequate funding and resources for the continuing care sector, addressing financial challenges and enabling providers to maintain and improve care quality.
- By convening and facilitating member-driven interest groups, ACCA will foster stronger engagement among its members, creating a collective voice that amplifies concerns and priorities.
- The development of a vision for home care and an action plan for facility-based care will lead to targeted improvements in these areas, addressing systemic issues and guiding future developments.



KEY PERFORMANCE INDICATORS

<p>Policy Influence and Legislative Impact</p>	<p>Number of policy recommendations adopted by government</p> <p>Number and quality of interactions, meetings, and consultations with government officials and policymakers</p>
<p>Funding and Resource Allocation</p>	<p>Funding secured for specific initiatives, targeted projects or improvements</p>
<p>Member Engagement and Satisfaction</p>	<p>Number of members actively participating in interest groups</p> <p>Level of member satisfaction with ACCA's advocacy efforts</p> <p>Retention and growth in membership</p>
<p>Advocacy Outputs and Deliverables</p>	<p>Number of position papers and action plans produced</p> <p>Quality and impact of advocacy materials</p>
<p>Sector-Wide Collaboration</p>	<p>Number of new strategic partnerships formed with other organizations, associations, or research institutions</p> <p>Number of collaborative projects or initiatives that ACCA participates in with other stakeholders</p> <p>Extent of resource sharing and collective action among members, partners, and stakeholders</p>
<p>Public and Sector Awareness</p>	<p>Frequency and reach of ACCA's advocacy efforts in the media and public forums</p>

Innovation & Thought Leadership

ROLE

ACCA is an industry leader in the continuing care sector, advocating for innovation in care delivery. This includes promoting person-centered care, quality improvements, and the integration of technology in care settings.

ACTIVITIES

Position ACCA as a thought leader, foster innovation in care delivery, and promote best practices across the sector.

OUTCOMES

Adoption of innovative practices, improved care models, and enhanced reputation of ACCA as a thought leader in continuing care.

IMPACT

Improved care outcomes and efficiency through innovative and effective practices.

VALUE

Through leadership and partnerships, ACCA enables its members to adopt innovative practices and enhance the quality of care, ensuring they remain competitive and effective in a changing landscape.

Core Actions

A CONTINUING CARE ROADMAP FOR TECHNOLOGY INNOVATION

ACCA will collaborate with Alberta Innovates and the Alberta Association of Gerontology to lead a transformative initiative that engages key ecosystem players in the continuing and community care sectors. This initiative will focus on understanding both the current and future needs for a comprehensive technology innovation and investment strategy. The strategy will encompass both adaptive technologies and digital systems, consolidating insights to identify gaps and opportunities for innovation.

Key Deliverables:

- In collaboration with members and stakeholders, an in-depth analysis will be conducted to better understand the people, processes, technology, investment, integration, and funding required to bridge the gap between current and future states.
- The initiation of a 3-year strategic roadmap and action plan for technology innovation and investment will be launched and shared with the Government of Alberta. This roadmap will mobilize technology-driven innovations, ensuring the sector remains adaptive, efficient, and forward-looking.

ACCA EVENTS

The annual conferences and quarterly members meetings provide platforms for networking, learning and innovation. Members contribute to ongoing conversations about the future of continuing care in Alberta and these forums will help to shape the direction of the sector in response to the shifting environment.



STRATEGIC PRIORITY 2

GOVERNMENT RELATIONS MODEL AND ADVOCACY FRAMEWORK

ACCA will convene a Government Relations Committee (GRC) to work closely with the Board to create a Government Relations Model and Advocacy Framework. The Model and Framework will operate within in a continuous cycle of member engagement, communication, and progress tracking. It will be strategically aligned with Alberta provincial election cycles to maximize the impact of member-driven advocacy.

STRATEGIC PARTNERSHIPS

ACCA will engage in exploratory conversations with Alberta universities, colleges and organizations leading in research, innovation and best practices. Discussions will focus on synergistic opportunities for collaboration, strategic planning, priority setting and addressing knowledge and evidence gaps.

Key Deliverable:

ACCA will produce a map outlining Alberta’s research capacity and priorities relative to the continuing care sector and the populations served. The goal is to gain increased understanding of the knowledge and data driven insights generated in the province. This project aims to raise awareness of promising results, promote adoption of best practices and ensure that research translates into real-world improvements in quality of care. Identifying key areas of expertise and gaps in research may encourage collaboration between academic institutions, healthcare providers, industry, and government.



DESIRED OUTCOMES

- A strategic roadmap and action plan will provide a clear path for technology innovation and investment in the continuing and community care sector.
- Through its role in developing strategic initiatives, hosting events, and promoting best practices, ACCA will solidify its reputation as a thought leader in the continuing care sector.
- Founded on member-driven engagement, the Government Relations Model and Advocacy Framework will lead to stronger relationships with government, increased policy influence, and tangible support for the continuing care sector.
- Through partnerships and ongoing dialogue with stakeholders, ACCA will engage in more effective strategic planning and priority setting, ensuring that the continuing care sector addresses the most pressing challenges.
- Mapping Alberta's research capacity may assist to align efforts with the needs and priorities of the continuing care sector and help mobilize research into policy and practice.



STRATEGIC PRIORITY 2

KEY PERFORMANCE INDICATORS

Reputation as a Thought Leader

Amount of positive media coverage and recognition ACCA receives as a leader in the continuing care sector

Number and quality of partnerships formed with other industry leaders, research institutions, and technology providers

Number of events, workshops, and publications where ACCA features continuing care innovation

Member Engagement and Knowledge Sharing

Number of attendees and the level of engagement at ACCA's events

Qualitative and quantitative feedback from members about the value of the events and the relevance of the content presented

Number of reports, white papers, and educational materials produced and distributed to members, and their utilization rates



**Strategic Roadmap
and Action Plan**

Status of the Continuing Care Roadmap for Technology Innovation

Progress of key milestones outlined in the strategic roadmap and action plan

Level of commitment from key stakeholders to the strategic goals and action items in the roadmap

**Government
Relations Model
(GRM)**

Number of new strategic partnerships or alliances formed with other organizations, associations, or advocacy groups to amplify the voice of the continuing care sector

Track ACCA representation on key governmental advisory committees, working groups, or task forces related to continuing care

Track the tangible benefits to the continuing care sector resulting from GRM advocacy, such as policy changes that reduce operational costs, increase funding, or improve care standards

Member Engagement & Accountability

ROLE

Enhance the value proposition of ACCA to current and potential members.

ACTIVITIES

Enhance member support and create platforms for member interaction and feedback at meetings and the annual conference.

OUTCOMES

Increased member satisfaction, retention, and engagement; stronger member organizations that are better equipped to deliver quality care.

IMPACT

A well-supported membership base that contributes to the overall strength and effectiveness of the continuing care sector.

VALUE

Through strong member engagement, ACCA ensures that its services and advocacy efforts are aligned with the real-world needs of continuing care providers, creating a sense of community and mutual support among members.

Core Actions

MEMBER EXPERIENCE AND SATISFACTION

ACCA will work to enhance members' experience and satisfaction, ultimately creating a stronger, more responsive organization that meets the needs and expectations of its members.

Member Interviews will be conducted to gather detailed insights into their experiences, needs, and challenges. The insights collected from these interviews will be used to create a comprehensive map of the member experience.

A Member Experience Map will help ACCA understand where improvements are needed and what aspects of the member experience are most valuable. Based on the data collected, ACCA will identify specific areas where member services and engagement may be enhanced. Members will be actively involved in the process, ensuring that the strategies developed are closely aligned with their needs and expectations.

Ongoing Feedback Mechanisms will be refreshed to ensure continuous feedback loops, allowing regular assessments of member satisfaction to make ongoing adjustments to services and engagement strategies. By gaining a real time understanding how the shifting landscape affects members, ACCA will refine advocacy efforts to ensure strong representation of their interests.

COMMUNICATIONS AND SOCIAL MEDIA STRATEGY

ACCA will develop a robust, multi-pronged communications and social media strategy to keep members apprised of advocacy outcomes, accomplishments, challenges, trends, news, events, opportunities, relevant publications and policy developments. The communications strategy will include progress reports on the core actions outlined in the 2024-2025 Annual Plan.



UPGRADE EXISTING TECHNOLOGY INFRASTRUCTURE

ACCA will adopt a customer relationship management (CRM) platform. This upgrade will streamline member management processes, enhance data collection, and improve the overall efficiency of member engagement efforts. The CRM platform will enable ACCA to better track interactions, personalize communication, and respond more effectively to member needs.

The Membership Value and Engagement Committee of the Board will develop attraction and retention strategies and recommendations with core objectives of creating and enhancing value for ACCA members.

The Finance and Audit Committee of the Board provides financial monitoring and oversight on financial policies, internal control systems, audit and investment activity. ACCA is dedicated to maintaining strong financial stewardship and sustainability. We are committed to managing our budget responsibly, ensuring that all resources are used effectively to support our operations and enhance the member experience. ACCA will actively identify and pursue revenue-generating opportunities that align with our strategic directions and contribute to financial sustainability.



DESIRED OUTCOMES

- Members feel valued and supported.
- Enhanced engagement and support lead to higher member retention rates.
- Ongoing feedback mechanisms allow ACCA to continuously monitor and respond to the evolving needs and challenges experienced by members.
- A responsive and adaptive ACCA is better equipped to support members through changes in the sector, maintaining its relevance and value over time.
- A robust communications and social media strategy keeps members informed about advocacy outcomes, sector trends, and ACCA's activities.
- Effective communication enhances transparency, trust, and member engagement, reinforcing ACCA's leadership role in the sector.
- Improved operational efficiency results in more streamlined operations, leading to quicker response times, personalized member interactions, and overall enhanced member satisfaction.
- The desired outcome of ACCA's dedication to financial stewardship and sustainability is a financially stable and resilient organization that can continuously support and enhance the value provided to its members.



STRATEGIC PRIORITY 3

KEY PERFORMANCE INDICATORS

Member Satisfaction

Member satisfaction survey scores gauge how members feel about their engagement with ACCA

Net Promoter Scores measure the likelihood of members recommending ACCA to others, indicating overall satisfaction and loyalty

Member Recruitment, Retention and Engagement

Percentage of membership renewals

Percentage of new memberships

Participation rates in ACCA events

Effectiveness of ACCA's communications and social media strategy in keeping members informed and engaged

Effectiveness of Feedback Mechanisms

Frequency, depth and quality of feedback obtained from members, ensuring continuous improvement

Advocacy Outcomes

Number and significance of policy changes achieved through ACCA's advocacy, reflecting the alignment with member interests

Operational Efficiency

Track and reduce the average response time to member inquiries

Increase the percentage of personalized member interactions (based on tracked data and preferences)

Decrease the time spent on manual administrative tasks through automation and streamlined processes

Financial Stewardship and Sustainability

Percentage of annual budget successfully balanced or with a surplus

Growth in revenue from new revenue-generating initiatives

Member satisfaction scores related to the value provided by ACCA services and offerings



Conclusion

The 2024-2025 Annual Plan reflects our commitment to navigating current and future changes with a clear focus on member needs. Over the next year, we will advance our collective mission to create a sustainable and innovative continuing care system through targeted advocacy efforts to secure funding, shape policies, and promote operational efficiencies, allowing members to provide higher quality of care while remaining financially viable. The plan reinforces our vision of being the leading voice for excellence in continuing care by fostering reciprocal relationships through iterative conversations with government, business partners, research institutions and stakeholders.

Our shared values of integrity, accountability, collaboration, growth and credibility are woven throughout this plan—guiding us to engage members meaningfully, address challenges together, and create solutions that uplift the entire continuing care sector.



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