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Volunteers and donors donated dozens of hours and materials to create a community Caboodle in the parking lot of Carewest George Boyack, where community members can interact with residents of the care centre.

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# CAREWEST TODAY

Carewest is Calgary's trusted public provider of continuing care, post-acute and community programs. We are leaders in creating person-centred care communities that advance the healthcare system, supporting those when they need us most. We employ 3,200 staff and three medical directors who support our diverse programs. Working with our teams are 95 physicians, and together, we work to provide the best care possible for residents and clients.

Our thoughtfully designed programs and services enhance the quality of life of those we serve and meet the care needs of the community. We operate from 14 locations with an annual operating budget of over \$225 million and have been helping adults of all ages live more independent lives since 1961, with services ranging from long-term care, designated supportive living, alternate level of care, post-acute programs, day programs and community programs.

# Barb Kathol

## Chief Operating Officer



Over the past year, we have seen much change in the health care system, with new government priorities, a re-organization of Alberta Health Services and questions about the position of our own organization in the new health landscape.

While the future changes may be unclear, our teams have remained focused on providing high quality care for our clients and families.

Speaking with and seeking feedback from clients, families, staff, physicians, volunteers, our leaders, our board and many stakeholders, we updated our vision, mission, and values, and developed a new strategic plan to guide our work for the next three years.

On top of this, Carewest had begun work to implement Connect Care in the organization (an electronic charting and clinical documentation system), we have assisted the Calgary Zone with system capacity pressures, we have revitalized our volunteer program, launched a new menu, and have continued to plan for the new care centre in the Bridgeland Riverside community.

As we worked through these change initiatives, I have noticed our staff have done so with the grace, kindness and skill that supports our reputation as a provider of choice in the community and the organization trusted to deliver safe, reliable and quality care and services to residents of Alberta.

I am so grateful to have been fortunate to work alongside our teams in support of our residents, clients, their families and the health system as a whole. Carewest is an important element of the system and reflecting on our performance over the past year, we should be very proud of what we have achieved.

### Our Executive Team

Alan Chapple  
Yaro Kiselev  
Carol Baumgarten  
Shelley Bannister  
Darrell Lang  
Jennifer Craddock  
Jeanine Kimura  
Diana Turner  
Rachel DeFina

### Our Board

Shawna Syverson  
Feisal Keshavjee  
Larry Albrecht  
Pam Nordstrom  
Tom Briggs

# Vision, Mission and Values

## Vision

Leaders in exceptional care, supporting those when they need us most.

## Mission

At Carewest, we create inclusive care communities that are person-centred, enhance client quality of life and innovate to advance the healthcare system.

## Values

**CARING:** We appreciate each person's unique qualities and honour each other with kindness, respect and compassion.

**RELATIONSHIPS:** We connect authentically through listening and sharing.

**EXCELLENCE:** We strive for high quality, safety, innovation and learning in all that we do.

**ACCOUNTABILITY:** We act with integrity and take responsibility for what we do and say.

**TEAMWORK:** We partner together to provide exceptional care and achieve our collective goals.

Together, we **CREATE** Carewest and couldn't be prouder of our organization.



WHO WE ARE

## Long-Term Care

**EQual (Enabling Quality of Living)** – For adults aged 18 to 64 who have disabilities related to a disease or condition, such as multiple sclerosis or a brain injury, who require the full-time support of a continuing care centre.

**Chronic Complex Care** – For adults who need specialized respiratory support, who also require the full-time support of a continuing care centre as well as people who require specialized treatment, such as hemodialysis or peritoneal dialysis.

**Seniors' Care** – For frail seniors aged 65 and older, who require the full-time support of a continuing care centre. Carewest offers a mix of secured and unsecured units.

**Mental Health Care** – A program providing comprehensive care for adults with complex behaviours due to underlying mental illness, neurocognitive disorders such as dementia or brain injury. Carewest offers a mix of secured and unsecured units.

# What we do

## Programs and Services



### Designated Supportive Living

**Designated Supportive Living** – Offers assisted living for adults who may need extra support such as 24-hour health monitoring, personal care and medication assistance. DSL is for individuals who have complex medical needs that are predictable and safely managed with onsite professional nursing (LPN level) and the direction of a home care case manager.

### Alternate Level of Care

**Alternate Level of Care** – Short-stay beds for clients who no longer require the resources of acute or post-acute care but who do require interdisciplinary care, support, rehabilitation and extensive discharge coordination while they await an appropriate living option.

## Post-acute programs

**Geriatric Mental Health Program** – A short-stay program for seniors who have primary psychiatric disorders who require assessment, treatment and rehabilitation to be able to return to the community. This is a voluntary program for those who are recovering from acute mental health conditions.

**Musculoskeletal (MSK) Program** – For adults requiring further assessment, monitoring and active rehabilitation to enable them to return to the community, following an acute phase of musculoskeletal injury or who have had a bone or joint surgical procedure and require care and rehabilitation.

**Neuro-Rehabilitation Program** – For adults who have had a neurological injury, such as a stroke, and require additional assessment, recuperation and rehabilitation.

**Rehabilitation & Community Transition Program (RCTP)** – A short-stay restorative care program that supports medically stable adults who do not need an acute-care level of service, but may require additional assessment, recuperation, and therapy before returning to the community.

## Community Programs

**Comprehensive Community Care (C3) Program** – A unique, long-term maintenance and support program for seniors who live in their homes in Calgary. Integrated and coordinated care is provided by a 24-hour health care team through a medical health clinic, day program, home support, transportation, access to respite beds and emergency response telephone system.

**Day Hospital** – A community-based program for seniors experiencing a mix of physical, mental, emotional and social concerns. The emphasis is on assessment and treatment within a short-term, goal-based program that offers education, support and therapies.

**Respite Care** – Respite care available for short-term, continuing-care residential stays up to two weeks to provide support for adults with chronic illness and to provide respite for families so they may have a break from care giving.

### Operational Stress Injury (OSI) Clinic

An ambulatory care clinic funded by Veterans Affairs Canada that supports former and current Canadian Forces members, and members of the RCMP suffering from an Operational Stress Injury who require specialized assessment and treatment.

**Adult Regional Seating Clinic** – A specialized community service where individual needs of clients are assessed and special equipment prescribed and fabricated to make clients safer, more comfortable and independent in their wheelchairs.

## Day Programs

**Wellness Day Programs** – Available to adults over the age of 65 who are living in the community and who require a social, leisure and health-promotion program and whose families would benefit from respite services.

**Dementia Day Program** – Available to older adults who live at home with dementia, affecting their ability to socialize and interact in community activities and whose families require respite services.

### Younger Adult Day Support (YADS)

**Program** – For adults 18 to 65 with chronic illnesses, brain injury or physical disabilities, who require a social, leisure and health-promotion program and whose families would benefit from respite care.



Carewest redesigned its Volunteer Services program and recruited 100 volunteers in the last three quarters of 2023.



Evacuees fleeing the fires in Alberta and Northwest Territories found safety and shelter at Carewest sites.

# Our 2023 impact

## System capacity support

To support significant capacity pressures across the Calgary Zone, we opened 14 permanent and temporary beds at Carewest Glenmore Park and Carewest Sarcee, by consolidating office space and optimizing other spaces. We believe that by serving more clients at Glenmore Park and Sarcee, we will better meet the health care needs of the citizens in the Calgary Zone.

## Connect Care early launch

Connect Care successfully launched at the Carewest OSI Clinic – earlier than the rest of the organization. Staff completed all the training on a condensed time-frame to ensure the clinic adhered with best practices in appointment scheduling and clinical documentation.

## Lever launch for recruitment

The Lever online recruitment management platform was launched in 2019 with the final phases implemented in 2023.

## Fanning computer lab

A computer room was created at Carewest Dr. Vernon Fanning with adaptive equipment so that residents have a space to stay connected.

## Engagement on Strategic Plan

During the Strategic Planning engagement process, Carewest leadership engaged with residents, clients, families and staff to verify areas for improvement and the opportunities and challenges ahead. We developed the Strategic Plan: CREATE Carewest 2023-2026 to guide us as we work to provide the best possible care for our residents, clients and families. As part of the Strategic Planning engagement, we assessed whether our vision, mission and values still guided our organization in the right direction. We introduced Carewest's new values: Caring, Relationships, Excellence, Accountability and Teamwork and a new vision and mission.



Carewest's impact to the community can be seen within our walls and within the community. Our initiatives completed in 2023 improved the lives of our residents, clients, families and the healthcare system.

## Flooding support

Quick staff response to flooding at three Carewest care centres during last winter's cold snap ensured care for all impacted residents was uninterrupted as they were evacuated to nearby care centres while the water damage to their rooms was remediated.

## Centralized staff booking

A centralized staff booking model was implemented to better support site operations and ensure shifts were filled in a timely and efficient way. Hours of operation were increased and standardized and equitable processes were implemented.

## Medication packaging tech

Carewest said goodbye to the old and hello to the new with a ceremony to welcome the update of a critical piece of equipment for our Pharmacy... a medication packaging machine. The new machine allows faster, safer and simpler medication administration with labeled and barcode-capable medication pouches that ensure easier client medication verification.

## OSI Clinic expands services

For the first time, the Carewest Operational Stress Injury Clinic has expanded its services to clients in interior B.C., who live anywhere east of Salmon Arm. This means an increased availability for virtual care to treat clients in a safe space while staying in B.C.

## Ongoing pandemic recovery

Carewest employees continue to use Personal Protective Equipment, manage outbreaks and persevere through a global health care worker labour shortage to provide excellent care and support to residents, clients and families in the wake of the COVID-19 pandemic.

## Stroke rehab program kudos

Kudos to the Neuro-Rehabilitation team for meeting all standards and key performance indicators of the Stroke Distinction Accreditation Report auditors. Auditors found an engaged, collaborative interdisciplinary team working to full scope to provide best practice stroke care, drive length-of-stay improvements and engage clients and caregivers in discharge planning.



Carewest Pride Parade Entry



Booster Fund acquisition



New master menu launch

WHAT WE DID





# Sharon Mauhay-Gallardo

Our Staff

Physical Therapist Sharon Mauhay-Gallardo and the team at Carewest Garrison Green have done the unexpected.

Thanks to their interventions, care and support, resident Mohammad Hassan will be leaving long-term care and returning home to his family.

Mohammad, who was a long-haul truck driver, suffered a traumatic brain injury in a motor vehicle collision, when the truck he was driving for work was involved in a head-on collision on the highways of British Columbia in December 2019.

He suffered multiple fractures, and extensive brain damage. He lost his ability to walk, talk, sit up straight and eat and moved to Carewest Garrison Green in 2020 to live out the remainder of his life. When Sharon first met him two years ago, she had just joined the team at Garrison Green, and could see Mohammad had potential. She asked him if he wanted to re-learn how to walk, and he said yes. In collaboration with the Association for the Rehabilitation of the Brain Injured (ARBI), her colleagues in physical and occupational therapy and Mohammad's care team, Sharon began adding more leg-strengthening and walking exercises into Mohammad's weekly routine.

*“It’s very seldom you see people from a nursing home transitioning back home to their family.”*

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“When I came, I did walking exercises with him with a walker and he continued to progress. It was a 2-person assist with wheelchair following. He’s made so much progress. Now, we’re doing a one-person assist with a two-wheeled walker,” she says.

“I have also trialled him on stairs because that might be a barrier to him going home. He was able to do the stairs. I could tell it was a huge accomplishment.”

Sharon has been a physical therapist (PT) at Carewest for two years. She studied in the Philippines and moved to Toronto 20 years ago for a new life and new adventure. She completed all her upgrading requirements to practice in Canada.

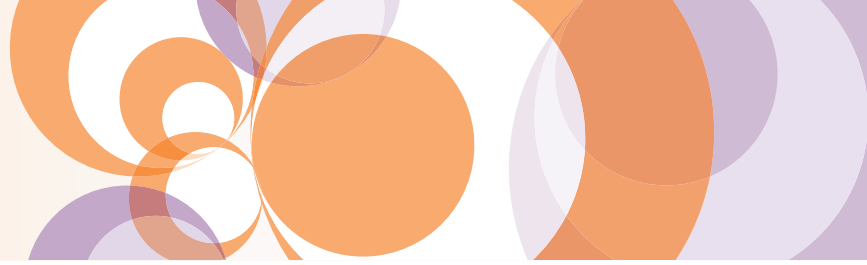
She worked as a PT for almost 10 years in Toronto – in long-term care, private practice as well as in a hospital before coming to Carewest.

“It’s very seldom you see people from a nursing home transitioning back home to their family. I’m really in awe,” says Sharon, adding it was a team effort to ensure Mohammad realized his potential.

“It wasn’t only me. We have two therapy assistants here. We communicate very well and ask everyone’s opinion about the care. Whenever you come to work and have a good team, you’re happy. I’m so proud of our team here.”

# Ken Heathfield

## Our Clients



Ken Heathfield was ecstatic when he heard he was being transferred to Carewest Glenmore Park to complete his rehabilitation and recovery from a medicinal side effect that rendered him unable to walk.

He had heard about the caring staff and excellent level of service from a friend of his, who had stayed at the care centre during the pandemic.

He was transferred from Foothills Medical Centre, where he had spent a month meeting with neurology specialists, doctors and nurses to receive diagnosis and treatment for a condition called Rigidity – a rare side effect from the medication he had been taken without incident for many years.

“Some of the side effects were making my legs, ankles and knees numb. I could not feel them and I couldn’t bend them. One day I got out of bed and I was so dizzy, I fell back into bed. We called EMS. Before I knew it I was in the neurology ward,” says Ken.

“It wasn’t going to be overnight fix, but months before I would get better again. With physio and new meds, I was able to start walking with the walker. My intention is to be walking on my own again.”

Ken arrived at Glenmore Park in December of 2023 and for the next month, worked extremely hard in physio and took advantage

*“The care I received turned my life around 180 degrees.”*

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of everything the care centre had to offer. He made lasting friendships with the staff and other clients and took an active role in planning for his successful discharge home.

“Luckily, I found someone who liked Crib.

There are colouring books and puzzles. I read in the sunroom. I’m a hockey nut and there was always a hockey game on in the front lobby by the entrance. When you’re watching sports, you talking to the people there.

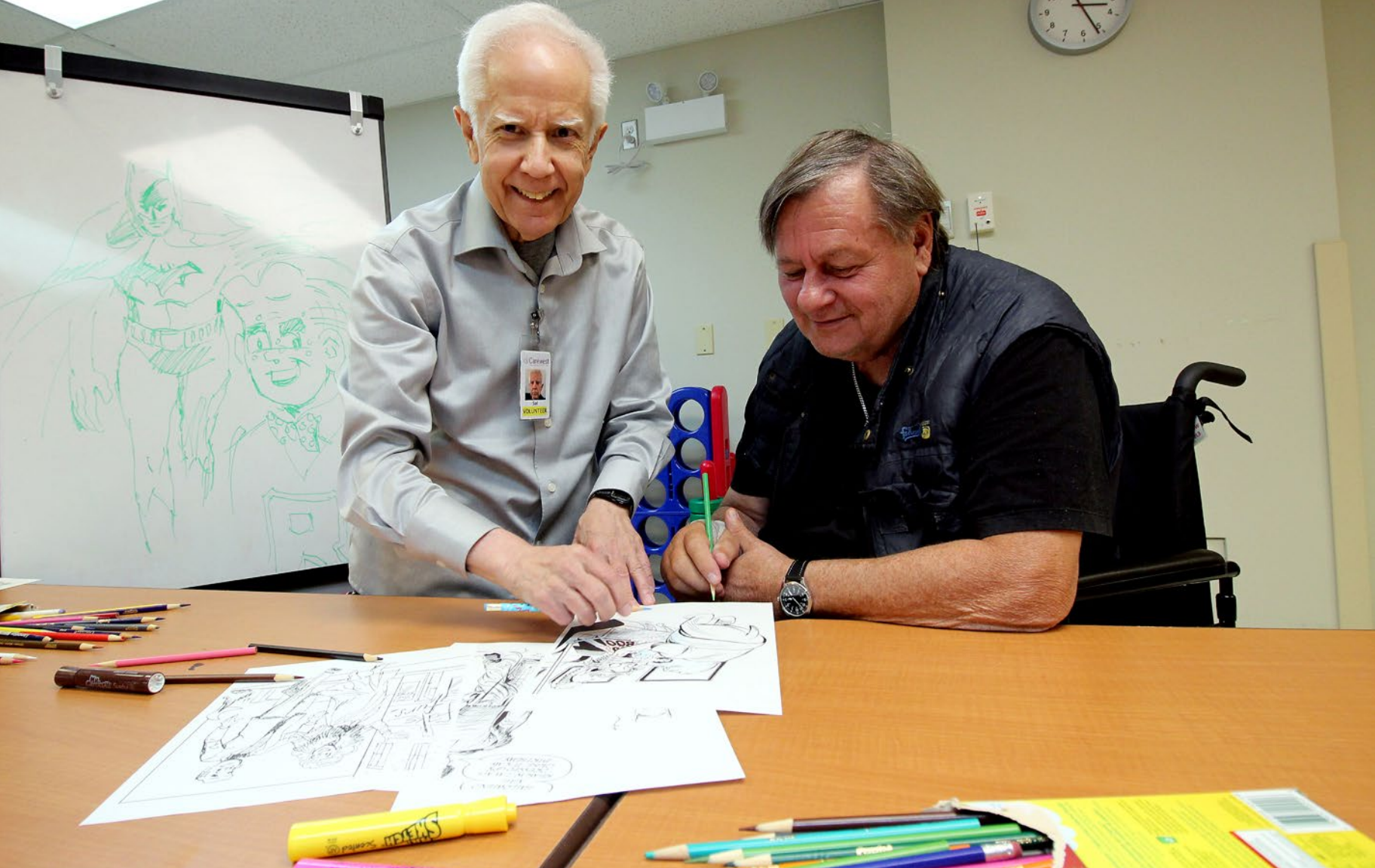
“You have to put yourself out there, I think. I teared up a bit when I left and said goodbye to some really good people who became really good friends.”

Ken plans on returning to Glenmore Park to continue his rehabilitation at the Day Hospital program, where staff will progress with his physio exercises to strengthen his legs. He plans on hanging out with old friends and meeting some new ones.

“Those ladies and men – it’s not a job. They are there with a passion to help you. What a privilege to have that help. The care I received turned my life around 180 degrees,” says Ken.

“I didn’t expect the kind of care I was going to get at Carewest and it exceeded my expectations.”







# Sal Amendola

## Our Volunteers

It is secret less and less well-kept... Carewest Sarcee has a celebrity volunteer onsite. Noticed by one of the Sarcee staff who recognized his name, Sal Amendola was responsible for illustrating many of our childhoods, with his comics flying off the shelves faster than a speeding bullet.

DC Comics, Archie and Marvel all employed Sal throughout his life, having decided at the age of 11 that he wanted to be an artist. After years of drawing Archie characters, Superman and Batman, Sal is now applying his talents to improving the lives of residents and clients at Sarcee, where his mother resides in long-term care.

“My sister and I come every day to visit our mom. I noticed residents were doing colouring – leaves and geometrical shapes – and at one point, I asked, ‘Wouldn’t it be good if they did people?’ I was willing to draw the shapes for residents to colour in and it was suggested that I just do an art program. I said sure,” says Sal.

“It seems to be appreciated by people here. They seem to enjoy passing the time there and doing things like learning how to draw a face.”

His ability to teach others about illustration is evident despite the fact Sal initially resisted being a teacher.

Sal grew up in New York city and lived there his whole life, working for the comic book industry from 1969-1990.

*“It was suggested that I just do an art program. I said sure.”*

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During that time, he realized the industry wasn’t what he had hoped or expected, so he began instructing at the School of Visual Arts between 1974 and 2015 and the Joe Kubert School of Cartooning and Graphic Arts in New Jersey from 1983-1986.

Hesitant to teach at first, he came to love it.

“I have this knowledge and it’s fun to share. Teaching became more fulfilling than writing and illustrating comics,” he says.

When his mother developed dementia, his sister convinced him to bring his mother to Calgary in 2018 so they could share caring for her. It was at Carewest Sarcee in Calgary where Sal met resident John, who had lost the ability to draw with his right hand due to a stroke he suffered just over one year ago.

“I didn’t want to do anything. I just laid in bed and watched TV,” he said. John had isolated himself at the care centre, believing that he would be unable to enjoy life after his stroke, but after attending one of Sal’s art classes, he realized that while his abilities have changed, he could still enjoy creating art.

“Here, I get to interact with people. That’s what I’ve been missing.” Carewest is always looking for volunteers. To make a difference in the lives of our residents or clients, visit [carewest.ca/volunteers](https://www.carewest.ca/volunteers) for more information.

# Complex Mental Health

## Our Programs

The opening of the Complex Mental Health (CMH) program within Carewest's long-term care portfolio served a critical demand within the Calgary Zone for programming that met the needs of patients with a primary diagnosis of mental illness.

The mental health program provides comprehensive care for adults with complex behaviours due to underlying mental illness, neurocognitive disorders, such as dementia, or brain injury. Carewest offers a mix of secured and unsecured units at three different locations to best serve this population.

Director of Operations Yaro Kiselev says the CMH program is a strong example of how Carewest continues its work in support the health care system and in meeting the needs of patients in the Calgary Zone.

"Carewest collaborated with AHS on continuing to support individuals requiring this level of service, based on the initial success of the program and the need across the healthcare system," he says.

"We work hard to be nimble and responsive in designing programs that meet the specific needs of residents in Calgary and area as our population continues to evolve."

At Carewest Rouleau Manor, 77 beds are allocated to this program, which provides a safe and secure residence for residents, many of whom struggled with addiction, homelessness and mental illness.

*"We will continue to provide value to the healthcare system in Alberta."*

For some of those residents who also struggle with alcohol or tobacco addiction, there is the Harm Reduction program, which operates under a philosophy of reducing the harm caused by drug use and associated risky behaviours by administering substances in a

controlled and moderate way.

At Carewest Colonel Belcher, the CMH program was recently expanded to two units – offering 58 spaces to patients in the Calgary Zone requiring this level of care. Veterans are prioritized in this program at the Colonel Belcher, as the centre is home to many veterans requiring long-term care. The 175-bed care centre maintains a strong focus on veteran's care within the overall services provided.

And at Carewest Signal Pointe, 54 long-term care residents requiring mental health services enjoy manicured gardens with winding pathways, five adjoining bungalows in a secure environment designed to encourage independence and a safe space to enjoy the outdoors.

"We are pleased to support the needs of Calgarians and the healthcare system as a whole with the operation of this program, which supports client independence and re-integration in the community," says Yaro.

"We will continue working to provide value to the healthcare system in Alberta. The success of this program is largely attributed to the success of ongoing partnerships we have developed with the Calgary community."





# THANK YOU

## Donors and Volunteers

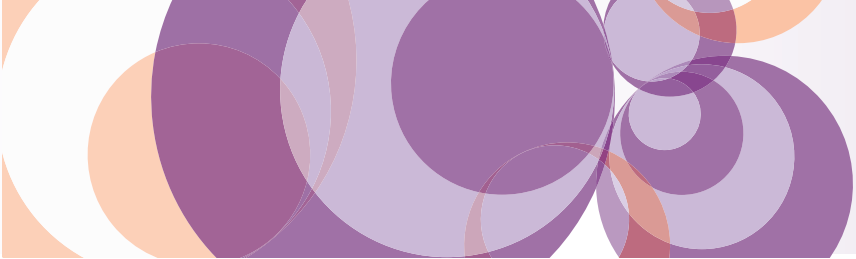


## A HUGE THANK YOU

Our donors and volunteers make such a meaningful impact at Carewest. They contribute to the day-to-day lives of our residents, clients, family members and staff.

They play a significant role in supporting innovative programming and equipment at our sites and making a difference in the lives of those we serve.

*Thank you – we could not do what we do without you!*



Carewest residents and clients benefit tremendously from the generosity of our donors and volunteers. Whether they are giving gifts of financial support or gifts of their time, Carewest donors and volunteers make an immeasurable positive impact on the quality of life for those living, staying and working for us.

Take our residents at Carewest Garrison Green for example. Thanks to a Booster Fund donor, staff were able to secure technology to keep residents living with dementia engaged, stimulated and entertained. This donation made a positive impact for staff and residents, that rippled throughout the care centre and enhanced the quality of life for those who live and work there.

Another example is the former client who came back to volunteer running art classes for other clients at Carewest Glenmore Park. Every week, she breathes light and colour into their lives.

Making a difference in the lives of others is easy at Carewest. If you are a family member wishing to get involved or show gratitude for the care and support provided to your loved one, the Calgary Health Foundation has a Grateful Family program to enable you to direct a gift to the site and unit of your choice.

The Calgary Health Foundation fundraises for excellence in health care and contributes to the quality of life for those served by Carewest.

We also gratefully accept family members willing to donate their time to accompany residents on outings, run programs or just spend time with the residents. Carewest volunteers continue to enhance our programs and services by helping us provide comfortable environments, a special meal or a sense of joy.

Anyone can apply to become a volunteer or give to improve the quality of life for our residents and clients. You don't have to be a family member.

We gratefully accept donations through the Calgary Health Foundation at [calgaryhealthfoundation.ca/carewest](http://calgaryhealthfoundation.ca/carewest) or by calling 403-943-0615. We accept volunteer applications at [carewest.ca/volunteers](http://carewest.ca/volunteers)



[calgaryhealthfoundation.ca/carewest](http://calgaryhealthfoundation.ca/carewest)

THANK YOU



# THANK YOU

To our staff



## Carewest staff make a difference

In celebrating our success, we must credit all the Carewest staff who make a difference every day in the lives of our residents, clients and their families. You live our values of Caring, Relationships, Excellence, Accountability and Teamwork and are the reason we have been Calgary's trusted public provider of continuing care services since 1961. We strive to be leaders in our field, offering special programs and services that other continuing care providers do not. We're always searching for creative ways to provide care, programs and services. We have achieved much over the past year in service to the community – thank you for being part of our history. We are excited about creating the future with you.



# EMPLOYER OF CHOICE

At Carewest, we believe offering excellent care to our residents and clients starts with our staff. We worked hard to be an employer of choice and believe offering excellent care starts with our staff. We listen and respond to the needs of staff in providing them with the knowledge, tools and resources to ensure their success at Carewest.

- **Education and training:** Carewest believes well-educated employees are an essential part of the work we do. We take pride in ensuring our staff have access to a wealth of ongoing education that enhances their skills and performance.
- **Employee Health and Safety:** The goal of Carewest Employee Health and Safety, staffed by occupational health nurses, is to help prevent staff injuries, promote wellness and help manage employees through periods of illness or injury so they are able to return to work as soon as possible. The Employee Health and Safety staff promote physical and psychological health and safety for all those who work for us.
- **Staff Experience Surveys:** Carewest is committed to ongoing input from staff using the Guarding Minds at Work tool. This provides us more focused insight into the key factors that support psychological health at work.
- **Diversity and inclusion:** Everyone is welcome at Carewest. We are committed to creating an environment where diversity is celebrated and where everyone feels safe to be themselves.



# OUR LOCATIONS

## Carewest Colonel Belcher

Seniors' Care, Mental Health Care, Adult Day Program,  
Designated Supportive Living  
1939 Veterans Way N.W.  
403-944-7800

## Carewest Dr. Vernon Fanning

EQuaL Program, Neuro-Rehabilitation Unit, Younger Adult  
Day Program, Rehabilitation & Community Transition  
Program, Chronic Complex Care  
722 16th Avenue N.E.  
403-230-6900

## Carewest Garrison Green

EQuaL Program, Seniors' Care, Mental Health Care  
3108 Don Ethell Boulevard S.W.  
403-944-0100

## Carewest George Boyack

Seniors' Care, Mental Health Care  
1203 Centre Avenue East  
403-267-2750

## Carewest Nickle House

Designated Supportive Living  
950 Robert Road N.E.  
403-520-6735

## Carewest Royal Park

Seniors' Care  
4222 Sarcee Road S.W.  
403-240-7475

## Carewest C3 Beddington

Comprehensive Community Care (C3)  
8120 Beddington Boulevard N.W.  
403-520-3350

## Carewest Signal Pointe

Mental Health Care, Dementia Day Program  
6363 Simcoe Road S.W.  
403-240-7950

## Carewest Rouleau Manor

Mental Health Care  
2206 2nd Street S.W.  
403-943-9850

## Carewest Sarcee

Seniors' Care, Rehabilitation & Community Transition Program,  
Alternate Level of Care, Comprehensive Community Care (C3)  
3504 Sarcee Road S.W.  
403-686-8100

## Carewest Glenmore Park

Rehabilitation & Community Transition Program,  
Musculoskeletal Unit, Geriatric Mental Health, Day Hospital  
6909 14th Street S.W.  
403-258-7650

## Carewest Operational Stress Injury Clinic

Assessment, treatment development, family support, referrals  
Location 1: Suite 203, 3625 Shaganappi Trail N.W.  
Location 2: Suite 102 - 5010 43rd Street, Red Deer  
403-216-9860

## Carewest Administration

10101 Southport Road S.W.  
Calgary, Alberta, T2W 3N2  
403-943-8140



# COMING SOON...

## The Bridgeland Riverside Continuing Care Centre





 **Carewest**  
INNOVATIVE HEALTH CARE  
[carewest.ca](https://carewest.ca)

Follow us on



January 2024