



**Continuing Care
Safety Association**

2021 Annual Report

November 30, 2021





Connect with the CCSA

Email

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Phone

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Submit a question or comment

<https://continuingcaresafety.ca/contact/>



CCSA BOARD MESSAGE

Blair Phillips, Board Chair

CCSA's 2021 Annual Report paints a vivid picture of the toll that COVID-19 has taken on the people who are on the frontline of the fight against the virus. Lost time claims have increased dramatically; 11% of all claims in Alberta came from continuing care this year, even though the industry accounts for only 1.9% of assessable earnings. When our residents and clients needed us most, the equivalent of 136 FTEs were pulled from service because they, too, were battling the virus. While the numbers are staggering, I encourage you to see beyond them to the people they represent. These individuals have experienced tremendous loss and sacrifice, and yet they continue to care for our loved ones. I offer my sincere appreciation to each and every individual who works in continuing care. We see you; we are you.

I am exceptionally proud of the CCSA team, who navigated turbulent waters to adapt and serve our members in such a difficult year. To the CCSA Board of Directors, I extend my thanks for generously sharing your time and wisdom.



CCSA Executive Director Message

Dana Loeppky, Executive Director

With grit and determination, the CCSA team has pivoted to meet the urgent needs of our members. In 2021, we dramatically accelerated online learning options, adapted audit protocols and adjusted our service delivery model to provide virtual support. We became masters of Zoom, collaborating with members and partners to find solutions to problems we had never faced before. If there is a silver lining in all of this, perhaps it is that we are more aware than ever that we are all in this together.

Our collective efforts are paying off. Already, 1,113 people have participated in one of our online training offerings, webinar registrations are up 228% and our members earned more than \$2.5M in PIR refunds. These are just a few of the many wins we have had this year, due in large part to the tremendous effort of our team, who remain steadfast in their commitment to our members.

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2021 Highlights

OUR MEMBERS



CERTIFICATE OF RECOGNITION



OUR TRAINING



Strategic Direction

2021 - 2024

Vision

Incident-free workplaces.

Mission

We empower employers to create safer, healthier workplaces by fostering a culture of safety through evidence-based education, leadership, and collaboration, and by advocating on behalf of the industry for positive change.

Mandate

Established in 2005, the Continuing Care Safety Association (CCSA) is a not-for-profit organization that supports employers in long term care (LTC) and senior supportive living (SSL) through:

- Health and safety education and training
- Health and safety consultation
- Health and safety resources
- Certificate of Recognition (COR) audit support and administration
- Advocacy on issues that impact health and safety



We are primarily funded through an industry levy administered by the Worker's Compensation Board (WCB) of Alberta. Long-term care and seniors supportive living employers who contribute to the industry levy through their WCB premiums are automatically members of the CCSA. The CCSA is governed by a board of directors comprised of employers within the continuing care sector.

Values	We value safe work and safe workplace behaviours.	We value the right of each worker to have a safe, healthy and incident-free work environment.	We value member input, feedback and direction.		
Priorities	Advocacy  Be a United Voice for Positive Change	Partnerships  Leverage Strong Working Relationships to Strengthen the Industry	Innovation  Use Innovative Methodologies for Better Access	Engagement  Build Awareness and Meet Member Needs	Performance  Use Data to Shape Programs and Services, and Encourage Members
MEMBER FOCUSED					

About CCSA

CCSA Members

CCSA has a total of 364 members, who collectively employ the equivalent of 33,805 FTEs (full-time equivalents).

Our members represent WCB codes 82800 (Seniors' Supportive Living) and 82808 (Long-Term Care). Together, this industry sector is referred to as Continuing Care.

Because we represent so many service providers across the province - large and small, rural and urban, private and not-for-profit - CCSA is in a unique position to provide insight into industry trends and issues, and the impact of change within this growing, dynamic sector.

(Source: WCB Alberta 82800 and 82808 Industry Synopsis reports accessed September 11, 2021.)

225

**Seniors Supportive
Living Employers**

139

**Long Term Care
Employers**

33,805

Full Time Equivalents

Industry Partners

WCB-Alberta

WCB-Alberta was created by government to administer the Workers' Compensation Act for the province's workers and employers. Funded by employers, they provide disability and liability coverage for work-related injury and illness. They compensate workers for lost income and coordinate the health care and other services they need due to a work-related injury.

Alberta Occupational Health and Safety

Safe, fair and healthy workplaces have a positive impact on workers, their families and job creators. Alberta Labour and Immigration's Occupational Health and Safety (OHS) program enables healthy and safe workplaces through evidence-based prevention, education and enforcement.

CCSA Board of Directors

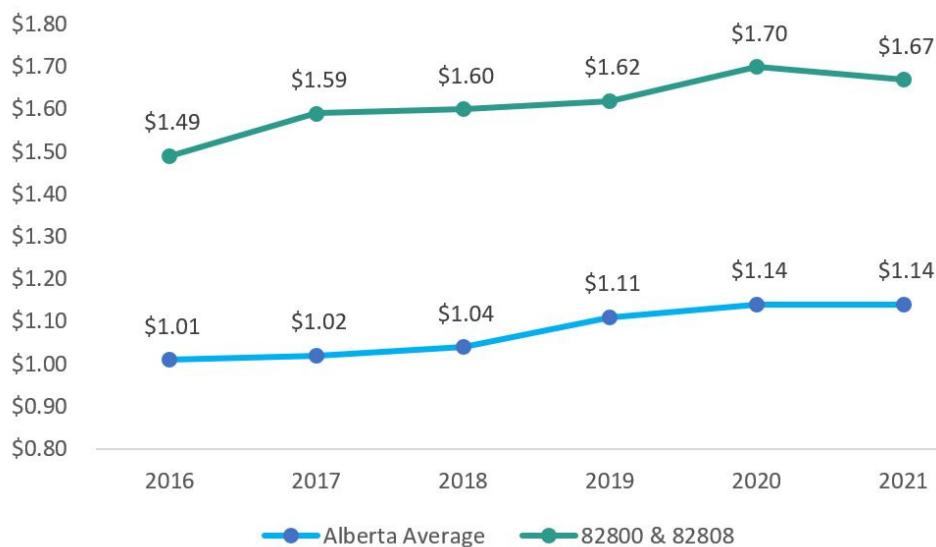
Position	Name	Organization
Chairperson	Blair Phillips	AgeCare
Past Chair	Vacant	
Director Long-Term Care	Elgie Demchuk	CapitalCare
Director Long-Term Care	Richard Cwieklinski	Good Samaritan Society
Director Long-Term Care	Tyla Lyle	Park Place Seniors Living
Director Long-Term Care	Clare Hildebrandt	McKenzie Towne Continuing Care Centre
Director Long-Term Care	Kim Mercier	Extendicare
Director Seniors Supportive Living	Steve Madden	Grande Spirit Foundation
Director Seniors' Supportive Living	Tracy MacLeod	GEF Seniors Housing
Director Seniors' Supportive Living	Naomi Plausteinier	Green Acres Foundation

Non-voting members

WCB Alberta, North Representative	Sanjeev Bhagrath	Industry Specialist
WCB Alberta, South Representative	Kim Bartch	Industry Specialist
Alberta Government	Kelsey Mazur	Partnerships Consultant
CCSA Executive Director	Dana Loepky	CCSA

WCB Indicators

WCB Premium Rates



(Source: WCB Alberta: 5 Year Premium Rate Trend)

Over the last five years, the Continuing Care sector's WCB premium rate has increased by 12%.

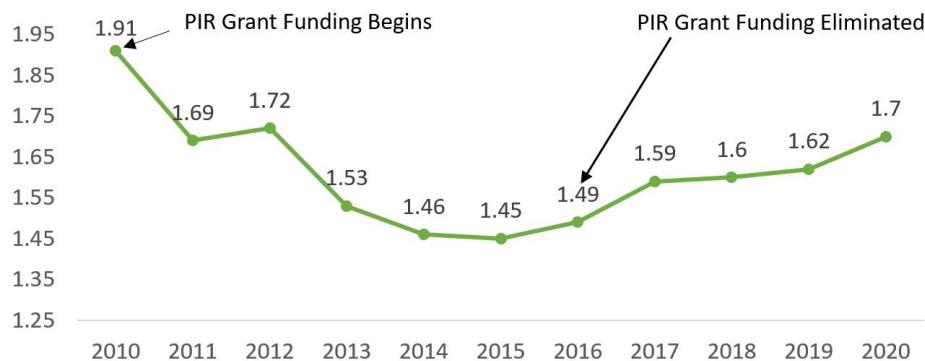
After five consecutive years of premium increases (2016 to 2020), the Continuing Care industry sector premium decreased from \$1.70 to \$1.67 per \$100 of assessable earnings in 2021.

Impact of Special Funding

Injury Reduction Program Funding - Premium Rate Impact

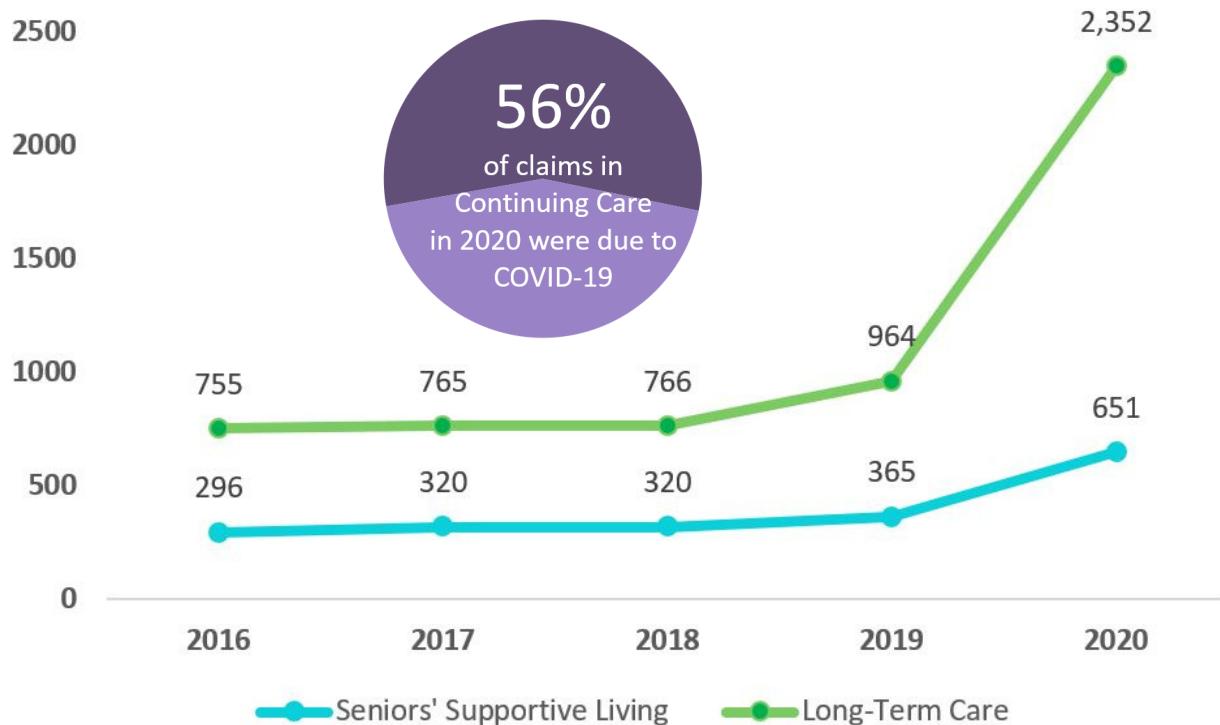
From 2010 to 2016, CCSA received an annual grant of between \$500,000 and \$750,000 from the Partners in Injury Reduction (PIR) Program. The additional activities it funded contributed significantly to a decrease in industry premiums.

In 2016, funding concluded, and we are now seeing a corresponding increase in premiums.



WCB Indicators cont.

Number of Lost-Time Claims



(Source: WCB Alberta: 82800 and 82808 Industry Synopsis reports accessed September 11, 2021.)

Industries	2016	2017	2018	2019	2020
All Industries in Alberta	23,590	25,497	27,277	28,324	28,263
Seniors' Supportive Living	296	320	320	365	651
Long-Term Care	755	765	766	964	2,352
Continuing Care % of all lost time claims in Alberta	4.5%	4.3%	4.0%	4.7%	10.6%



11% of all lost time claims in Alberta were from Continuing Care in 2020 - even though this industry sector accounts for **only 1.9%** of assessable earnings.

Continuing Care lost the equivalent of **186 FTEs** in 2020 (nearly **47,000 days**), at a time when they were needed the most. In comparison, that number was 58 FTEs in 2019.



Impact of Lost Work Days

Rate Group	Number of employers	2021 Premium rate	Number of claims approved (LTC 2020)	Total workdays lost (TTD 2020)	Lost FTEs (2020)
Seniors' Supportive Living	225	\$1.67	651	9,787	39
Long-Term Care	139	\$1.67	2,352	36,782	147
Total	364	\$1.67	3,003	46,569	186

Source: WCB Alberta 82800 and 82808 Industry Synopsis reports accessed September 11, 2021

Lost FTE = Total TTD / 250

Lost work days increased 223% from 2019 to 2020.

These FTEs play a critical role in the battle against COVID-19, delivering frontline care or support to individuals hit the hardest by the virus.

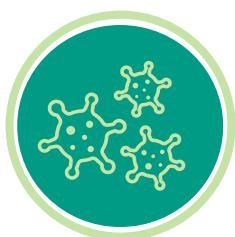
21.2%
of Alberta's
COVID-19
Lost Time Claims
were from
Continuing Care

Impact of COVID-19

Industries	Total COVID-19 claims (2016 to date)	Percentage of claims approved (LTC)	Average duration (days)	Total workdays lost (TTD)
All Industries in Alberta	10,249	6.7%	14.5	148,769
Long-Term Care	1,777	26.73%	15.45	27,462
Seniors' Supportive Living	399	16.99%	16.34	6,518

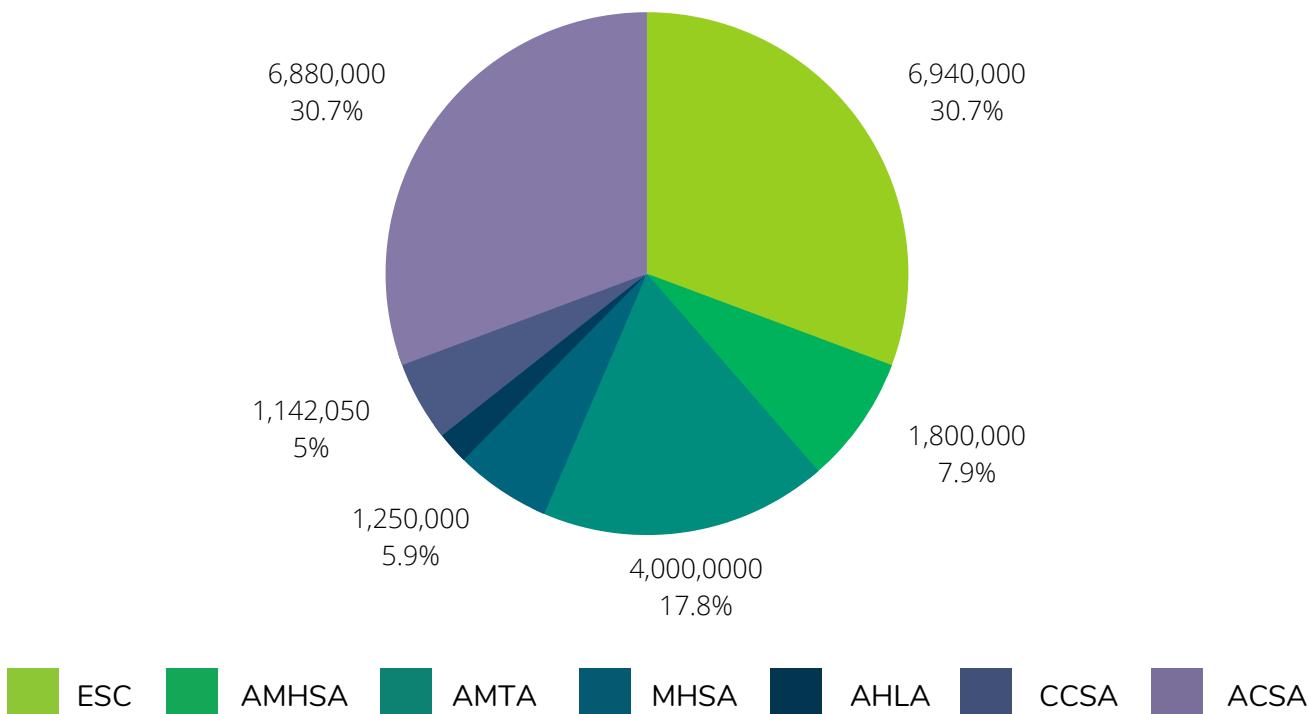
Source: WCB Alberta 82800 and 82808 Industry Synopsis reports accessed September 11, 2021

LTC=Lost Time Claims; TTD=Temporary Total Disability



Of the 186 FTEs that were lost in 2020, most were due to COVID-19. There were 33,980 days lost due to COVID-19 in the continuing care industry sector. That's like losing 136 FTEs.

Funded Health and Safety Association 2021 Levies



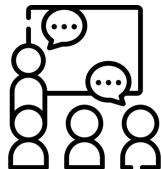
Source: WCB Alberta Employer Fact Sheet – Safety Associations

Safety Association	2021 Levies	% of Levy \$
Energy Safety Canada	\$ 6,940,000	31%
Alberta Municipal Health & Safety Association	\$ 1,800,000	8%
Alberta Motor Transportation Association	\$ 4,000,000	18%
Manufacturers Health & Safety Association	\$ 1,250,000	6%
Alberta Hotel & Lodging Association	\$ 350,000	2%
Continuing Care Safety Association	\$ 1,142,050	5%
Alberta Construction Safety Association	\$ 6,880,000	31%
	\$ 22,362,050	100%

CCSA is primarily funded through an industry levy administered by WCB Alberta. In 2021, WCB distributed \$22,362,050 to funded health and safety associations.

CCSA received approximately 5% of these funds.

Industry-specific training



COURSES

CCSA offers in-person and virtual industry-specific courses



FLEXIBLE **PRIVATE TRAINING**

We can create tailored training to meet an organization's unique needs



FREE WEBINARS

Learn anytime, anywhere with free, on-demand webinars

66

Instructors are very good.
2019 Stakeholder Survey

”

Great value

One-day courses are
\$50 (virtual) &
\$75 (in-person)

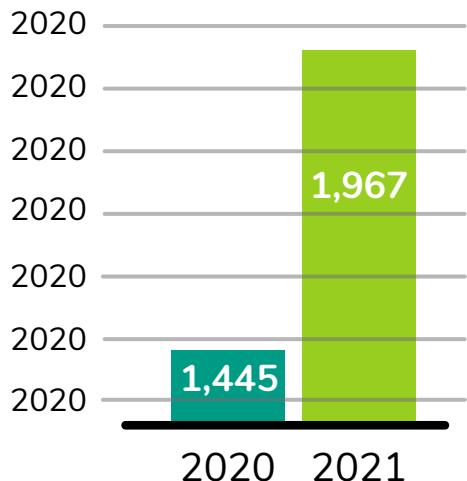
Half-day courses are
\$40 (virtual) &
\$60 (in-person)

- Auditor Training
 - Harassment and Bullying in the Workplace
 - Hazard Assessment and Control
 - Health & Safety Committee/Representative
 - Incident Investigation
 - Managing Workplace Violence and Aggression
 - Mental Health and Wellness
 - Musculoskeletal Injury Prevention
 - OHS 101 for Leaders (11 free videos)
 - Root Cause Analysis
 - Safety Leadership
 - Train the Trainer
 - Worksite Inspections
- ...and more

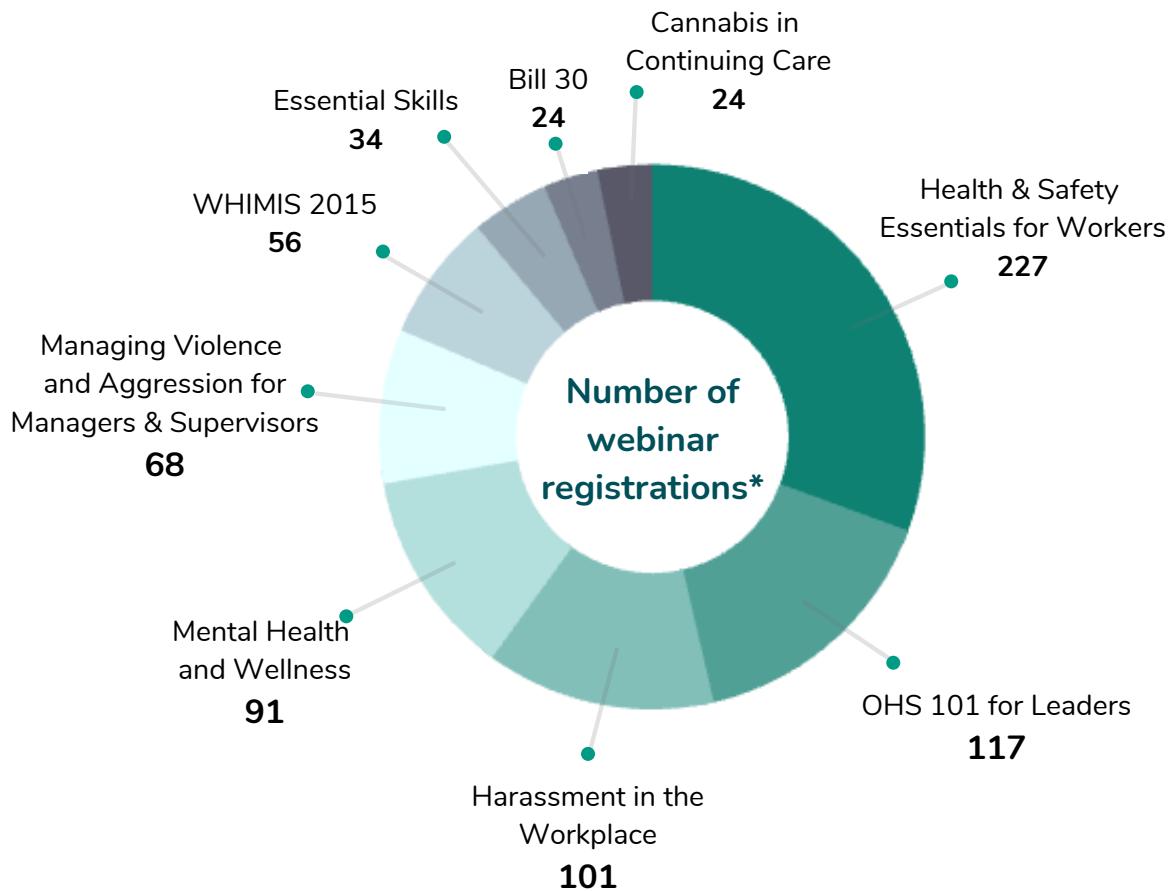
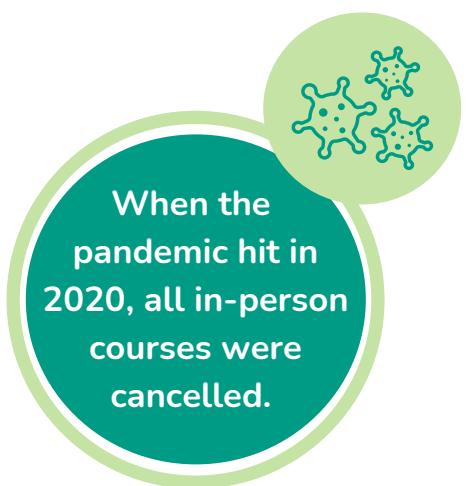
95% of CCSA members who participated in a CCSA program or service said it has made a positive difference in their workplace.

2019 Stakeholder Survey

Industry-specific training cont.



So far in 2021, a total of **1,967** individuals have participated in a CCSA webinar or virtual instructor-led workshop – **already an increase of 36% over 2020.** **Webinar registrations are up 228%.**



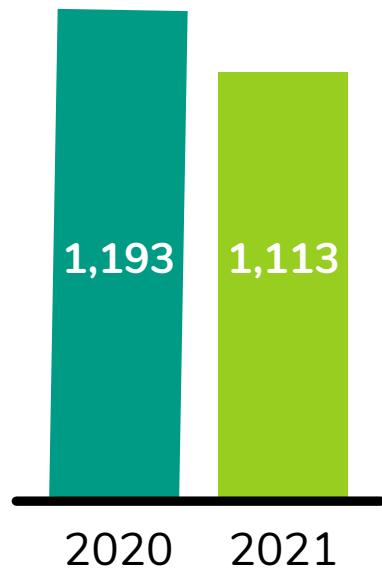
*Not a 1:1 ratio of registrations to participants, as this includes group registrations.

The actual number of participants is higher.

**YTD is Sep 30, 2021.

Industry-specific training cont.

Total Number of Classroom and/or Virtual Instructor-Led Participants (Oct-Sep)



Between Oct. 1, 2020 and Sept. 30, 2021, the number of participants attending classroom or virtual instructor-led training decreased by 6.7% over the same time period.

However, three popular in-services (WHMIS 2015, Harassment in the Workplace and Mental Health and Wellness) were moved from instructor-led to on-demand webinars in 2021.

Participant numbers decreased but the number of sessions increased. To accommodate the increased demands on continuing care, we offered training to smaller groups.



Total Number of Classroom and/or Virtual Instructor-Led Sessions (Oct-Sep)



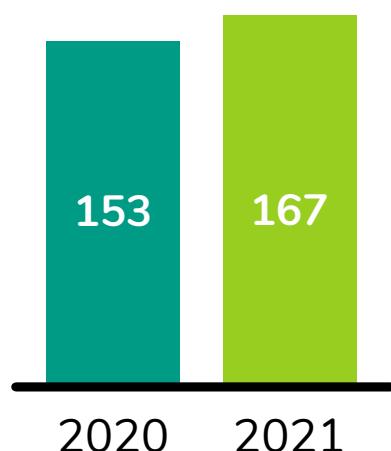
Between Oct 1, 2020 and Sep 3, 2021, CCSA delivered **167 training sessions**, an **increase of 5.7%** over the same time period last year.



Four classroom train-the-trainer courses were converted to the virtual instructor-led format.



Another **three** workshops are in the process of converting to the virtual instructor-led format.



Certificate of Recognition



CERTIFICATE OF RECOGNITION

CCSA helps employers achieve and maintain a COR designation with expert guidance



AUDITOR TRAINING

CCSA certifies individuals to conduct audits within their organization or externally

When COVID-19 hit, CCSA quickly adapted audit protocols and deadlines, and helped members leverage technology to maintain or achieve COR.

There's a sizeable financial benefit to earning a Certificate of Recognition (COR)

In 2021, 11,443 Alberta employers received a PIR refund, sharing more than \$66 million for their 2020 performance (\$4,521,551 is an allowance for future PIR refunds and adjustments).

While CCSA COR holder employers account for 1% of the Alberta employers who received a refund, **they received 3.8% per cent of the payout.**



In total, 110 CCSA COR holder employers benefited from \$2,544,926 in PIR refunds.

It pays to be safe

Once certified, employers are eligible for a 10% industry rate refund from WCB for the first year, and 5% every year after you maintain the COR.



Health and Safety Program Development

At the heart of CCSA programming is our commitment to helping members build effective health and safety programs.

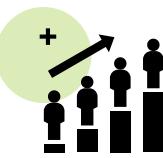


In July of 2020, CCSA introduced the [Integrated Health and Safety Toolkit](#). This curated collection of resources takes members step-by-step through the development of a strong health and safety program. It is available free-of-charge, without the need for registration, and is easily accessible on CCSA's website.



160+
resources

The Integrated Health and Safety Toolkit includes more than 160 resources, templates and tools appropriate for employers at various stages of program development - Start My Program Development; Assessing My Program; and Taking the Next Step. They include policies, procedures, sample job descriptions, hazard assessment templates, etc.



As of September 2021, the Integrated Health and Safety Toolkit had received 202 new visitors and 255 returning visitors. **There was a 479% increase in visits from 2020 to 2021.**

You guys are doing an amazing job with keeping up with the changes of legislation and helping us to make the changes we need to make as well.

2019 Stakeholder Survey



Discussion and Analysis of Results

The discussion and analysis of results that follows align with CCSA's Business Plan dated 2021-2024. The data capture period is October 1, 2020 to September 30, 2021.

Discussion of Risks

When CCSA developed the 2021-2024 Business Plan, the process included a risk analysis. The following risks were identified. Here, we provide an update on how we are mitigating them.

Member availability

Risk: The pandemic may impact the ability of members and their staff to participate in CCSA programs and services. Many are short-staffed and/or have increased demands on their time.

Update: CCSA continued to expand our free, on-demand webinar offerings. Webinars are developed as a series of targeted videos ranging from less than one minute to ten minutes in length. They provide the opportunity to develop awareness of specific topic anytime and anywhere with minimal time commitment.

Accelerated introduction of distance learning

Risk: Although CCSA has introduced e-learning options over the last few years, the pandemic has accelerated the need for distance learning. This rapid transition process has placed extra demands on CCSA staff to find, learn and master new technology, and convert existing in-class content.

Update: CCSA engaged with leading ergonomics experts to train CCSA staff and refresh skills. We have invested in technology to support virtual coaching for our musculoskeletal injury prevention (MIP) program. Training included a review of CCSA's musculoskeletal injury reduction program, virtual coaching using the Kinetica app and analyzing body mechanics using the Kinetica app and video.

Strategic Priorities



Advocacy

Be a united voice for positive change



Partnerships

Leverage strong working relationships to strengthen the industry



Innovation

Use innovative methodologies for better access



Engagement

Build awareness and meet member needs



Performance

Use data to share programs and services, and encourage members



Priority 1



Advocacy: Be a united voice for positive change

Through the CCSA, the continuing care industry has a united voice at decision-making tables and is able to inform development of policy and procedure that impacts workplace health and safety.

2021 Highlights

- In January the CCSA team was interviewed by MNP, the third-party that conducted the Facility-Based Continuing Care Review on behalf of Alberta Health. The CCSA team was also invited to submit a written response to inform the development of new continuing care legislation.
- CCSA serves on committees and working groups through Alberta Labour and Immigration and Partnerships in Injury Reduction, as well as partners with the National Alliance for Safety and Health in Healthcare to advance the voice of continuing care within the province and across the country. Committees include the Certifying Partner group. Working groups include the OHS Prevention initiatives and the Certificate of Recognition.

**CCSA's voice as
a strong advocate
for continuing
care was more
important than
ever.**

Performance Measures	2021 target	Actual 2021
Number of stakeholder committee meetings attended by CCSA.	12	45
Number of written position papers created by the CCSA	5	3

Discussion

While CCSA did not meet the target number of written position papers for 2021, we exceeded the number of stakeholder meetings attended by CCSA staff by 275%. The increase is a reflection of our work with partners to navigate a rapidly changing situation. Although we had less time to write papers, we were able to meet the needs of our members as they battled COVID-19.

Priority 2



Partnerships: Leverage strong working relationships to strengthen the industry

CCSA leverages working relationships with continuing care sector partners and key system stakeholders to meet member needs and strengthen the industry as a whole.

2021 Highlights

- Collaboration with partners was essential this past year. CCSA exceeded the targeted number of health and safety initiatives implemented in collaboration with others by 110%.

- CCSA continued to set the agenda and co-host quarterly OHS Member Discussion forums with the Alberta Seniors & Community Housing Association (ASCHA).
- CCSA released the Supporting Safe Family Visitation program which includes a variety of resources for supporting workers and/or families and visitors during COVID-19. This program was originally developed by SafeCare BC and the BC Caregivers Association.
- CCSA continued to collaborate with Partnerships in Injury Reduction and other Certifying Partners to review 2021 COR audit protocols such as the Safe Auditing Guidelines for auditors and employers.

Performance Measures	2021 target	Actual 2021
Number of health and safety system initiatives implemented in collaboration with others	12	45

Discussion

CCSA exceeded the targeted number of health and safety initiatives implemented in collaboration with others by 110%. This was possible due to strong relationships we have built with our community. With our members, we created WHMIS 2015 webinar and an online quiz; with government, we collaborated on MSD resources; with other certifying partners, we were able to give our members access to the AuditSoft Tool; with industry associations, we launched the OHS Member Discussion forum; and with the help of health and safety partner associations across Canada, we were able to offer the Supporting Safe Family Visitation program.

Priority 3



Innovation: Use innovative methodologies for better access

Members have access to training, education and resources that leverage innovative methodologies.

2021 Highlights

- CCSA launched the Worker Health and Safety Essentials webinar series, available for free and on-demand. This webinar series consists of nine videos on critical health and safety information including recognizing hazards, the rights of workers, site specific hazard assessments, etc.
- CCSA moved three instructor-led in-services into the free, on-demand webinar format – WHMIS 2015 (five videos and an optional quiz), Harassment in the Workplace (four videos), and Mental Health and Wellness (three videos).
- CCSA continued to improve the OHS 101 for Leaders webinar series that was launched in 2020. In 2021 we added a twelfth video, Site Specific Hazard Assessments.
- CCSA moved three train-the-trainer courses into the virtual instructor-led training format.
- Finally, we also moved our cornerstone program, Musculoskeletal Injury Prevention, into the virtual instructor-led training format. Included in this program are three train-the-trainer courses, safe resident handling, manual materials handling and our combined safe resident and manual materials handling course.

CCSA quickly moved programs online to meet the rapidly changing needs of its members.

Performance Measures	2021 target	Actual 2021
Number of new and/or updated training and education programs	10	21

Discussion

CCSA exceeded the target number of new and/or updated training and education programs by 110%. We accomplished this by moving more programs into the virtual instructor-led training format. We also continued to build on our free, on-demand 2020 webinar successes. Our ongoing focus is on programming that is flexible, sustainable and scalable for our members.

Priority 4



Engagement: Build awareness and meet member needs

Members shape and see value in the services they receive from CCSA.

2021 Highlights

- CCSA actively seeks feedback on our programs and services through the industry advisory council (IAC), participant reaction surveys, an extensive member survey conducted every few years, ad hoc surveys and other avenues.
- The IAC continued to meet virtually on a quarterly basis throughout 2021. In addition, three IAC sub-committees also met virtually on a quarterly basis. They focused on the Certificate of Recognition program, Training Delivery and Subject Matter Expertise, and Member Engagement/Employer Outreach.
- CCSA communicates with its members, workers, auditors and other stakeholders through our monthly newsletter, monthly COR communications, direct communications, social media, and other platforms. In 2021, we participated in a workshop on electronic communications and implemented significant changes to design and content.



Tweet impressions increased by 871% while Facebook likes increased by 43%. In May, CCSA's YouTube channel experienced its highest number of views in one month, peaking at 35,400 views.

Performance Measures	2021 target	Actual 2021
Percentage of workers trained by the CCSA who believe they have acquired skills/knowledge that can be applied to their job.	90%	95%
Percentage of employers who believe their workers have applied skills/knowledge to their job that was acquired through CCSA training.	80%	50%
Number of training program participants.	-	1,967

Discussion

We exceeded our first target; 95% of workers believe that what they learned though CCSA could be applied to their job. However, employer results to a similar questions were 50%. This appears to be an anomaly. In the 2019 Member Engagement Survey, 95% of the 92 respondents indicated that participation in a CCSA program or service made a difference in their workplace. The low results on the post-training survey could be because the survey was sent out late, at the beginning of the fourth wave of COVID-19. The participation rate of 34% was low. However, CCSA will continue to follow up to ensure we are meeting the needs of employers who trust CCSA to offer relevant and applicable skills/knowledge to their workers.

Priority 5



Performance: Use data to share programs and services, and encourage members

Data informs and shapes CCSA's programs, and encourages members to take tangible steps to improve their health and safety systems.

2021 Highlights

- CCSA improved internal data tracking and reporting to support capacity planning for training delivery and COR audit quality assurance reviews. We use internal reports to ensure we have the information we need to be flexible and scalable in meeting the needs of our members.
For the 2020 COR audit peak season (November 2020–February 2021) improving our internal data enabled the CCSA to reduce the turnaround time for COR audit QA reviews by 74% compared to the 2019 COR audit peak season.
- CCSA subscribes to monthly WCB industry synopsis reports and is using the data to identify emerging issues or potential resource gaps. In 2021 CCSA posted approximately 55 new or updated resources to the CCSA health and safety toolkit and/or resource library.
- CCSA continued to improve training program delivery and materials by obtaining participant feedback using our existing online survey platform, Survey Monkey.

CCSA reduced turnaround time for COR audit QA reviews by 74%

Performance Measures	2021 target	Actual 2021
Percentage of respondents who indicate that the COR program is meeting their expectations (CCSA Stakeholder Survey)	NA*	NA*
Percentage of respondents who indicate CCSA's health and safety programs and services are meeting their expectations (CCSA Stakeholder Survey)	NA*	NA*

*The CCSA Stakeholder Survey takes place every three years. The next survey will be in 2022.

Discussion

CCSA has improved its internal performance data and is committed to ongoing development in this area. We continue to check the effectiveness of our internal data collection and reporting. Additionally, CCSA's Industry Advisory Council has identified an opportunity to share industry level data on CCSA's website, which will allow employers to compare their health and safety performance against the industry. The first phase will entail posting industry synopsis reports and Potentially Serious Incident reports on CCSA's website.