



Continuing Care  
Safety Association



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# ANNUAL REPORT

[www.continuingcaresaafety.ca](http://www.continuingcaresaafety.ca)

## CCSA BOARD CHAIR MESSAGE



**Tyla Lyle**

As I reflect on the past year, I am proud of the progress CCSA has made in strengthening its leadership and impact within Alberta's continuing care sector. Under the guidance of Executive Director Dana Loeppky and with the dedication of the CCSA Team, they have advanced their mission to support health, safety, and wellness through strategic governance, innovative initiatives, and meaningful partnerships. CCSA's active involvement in various boards and committees, along with the creation of a Finance Committee, has enhanced our governance and broadened our influence in the industry. This year, CCSA introduced new programs such as the Hazards and Inspections Course, combining key skills to improve workplace safety, while also prioritizing member engagement through the 2024 Member Engagement Survey, which

continues to shape their support and resources to align with members' needs.

Expanding their partnerships, CCSA collaborated with Children and Family Services to enhance safety standards in child and youth facilities, ensuring consistency in health and safety practices. Despite challenges, such as addressing mental health and wellness during the winter months, CCSA provided training opportunities like The Working Mind for Frontline Employees, equipping staff with tools to manage stress and improve workplace well-being. Looking ahead, they are committed to driving innovation with expanded training programs, on-demand courses, and advanced solutions like 3D Virtual Reality scenarios for workplace violence prevention. CCSA's vision remains focused on continuous improvement and supporting members with resources that help them create safer, healthier workplaces.

As we reflect on these achievements, I am confident that CCSA is well-positioned to meet the challenges ahead and continue supporting the sector's vitality and the well-being of the communities they serve. With an experienced and committed board, we look forward to building on this foundation and ensuring every member feels supported in achieving their goals.

## CCSA EXECUTIVE DIRECTOR MESSAGE



**Dana Loepky**

I am excited to share a few of our achievements this year in our efforts to expand CCSA's reach and impact. As Tyla mentioned, we have continued to make significant progress by strengthening our leadership - while also continuing to evolve with our members and being responsive to their needs.

On an industry level, we were grateful for the support we received from the Ministry of Health for the “Assisting Continuing Care Employers to Succeed in Safety for Mental Health ([ACCESS4MH](#))” project. This allowed CCSA to offer The Working Mind program to our members across the province. This free, instructor-led training provides tools to improve mental health awareness, resilience, and workplace wellness.

Also on an industry level, we continued to inform Government and key stakeholders of the unique health and safety challenges that exist within the continuing care and seniors supportive living communities resulting from workforce and resident/client demographic factors. The whitepapers “[Investing in Workers Health & Safety to Support the Delivery of High Quality Resident Care](#)” and “[Protecting Workers’ Safety in Managing the Risks of Violence Harassment and Responsive Behaviours in Continuing Care Settings](#)” were submitted to the Ministry of Health.

With respect to our programming, we have continued to expand our OnDemand course library, adding the new Work Site Inspections OnDemand course. We also continued to improve efficacy and accessibility of our courses through the addition of Blended courses - combining the best of OnDemand and instructor-led delivery methods. The new Respirator Fit Tester blended course was introduced, while both the Musculoskeletal Injury Prevention and Auditor Training courses transitioned to blended courses.

I am excited to share the numerous success stories detailed throughout our 2024 CCSA Annual Report, from increased member engagement through our communications, social media, surveys and programming to continuing to use data to inform our decisions and proactively assist our members. I am extremely proud of the CCSA Team!



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# 2024 HIGHLIGHTS

## OUR MEMBERS



**2.13B**  
Assessable  
EARNINGS



**376**  
ORGANIZATIONS

**37,840\***  
WORKERS



## CERTIFICATE OF RECOGNITION



**25%**

CCSA members  
COR CERTIFIED

**\$2.8M**



Member  
COR REFUNDS

**55**



COR AUDITS  
conducted

## OUR INSTRUCTOR-LED TRAINING



**101**

Sessions  
DELIVERED

**1002**



People  
TRAINED

THE WORKING MIND  
FOR MANAGERS  
& LEADERS

Course with  
highest ATTENDANCE



## OUR ON-DEMAND LEARNING



**5221**

People  
REGISTERED  
IN LMS

**3848**



Courses  
Completed

WHMIS GENERAL  
TRAINING

Course with  
highest completion rate



*\*Number of workers is based on WCB FTE calculations. It may be an underestimate because it does not take into account the many people who work part-time or casual.*



## Vision

Incident-Free Workplaces

## Mission

We empower employees 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 employees in long-term care (LTC) and seniors' supportive living (SSL) through:

- ✓ Health and Safety education and training
- ✓ Health and Safety consultation
- ✓ Health and Safety resources
- ✓ Certificate of Recognition (COR) audit supports 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 member the right of each worker to have safe, healthy and incident-free work environment



We value member input, feedback and direction

## PRIORITIES

### Member Focused

#### 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 Progress and Services, and Encourage Members



## CCSA MEMBERS

CCSA has a total of 376 members, who collectively employ the equivalent of approximately 37,840 FTEs (full-time equivalents).

Our members represent WCB codes 82800 (Seniors' Supportive Living/ Lodges) and 82808 (Continuing Care Facilities), forming the Continuing Care Industry.

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 January 4, 2025.)*

229

Seniors Supportive Living Employers

147

Continuing Care Employers

37,840

Full Time Equivalents

## INDUSTRY PARTNERS

### WCB-ALBERTA

WCB-Alberta was created by the 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 & SAFETY

Safe, fair and healthy workplaces have a positive impact on workers, their families and job creators. Alberta Jobs, Economy and Trade 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	Tyla Lyle	Park Place Seniors Living
Past Chair	Blair Phillips	AgeCare
Director Long-Term Care	Elgie Demchuk	CapitalCare
Director Long-Term Care	Annette Borle	West Country Hearth
Director Long-Term Care	Kim G. Mercier	Extendicare
Director Long-Term Care	Vacant	
Director Seniors Supportive Living	Lauren Ingalls	Westwinds Communités
Director Seniors Supportive Living	Dena Krysik	Lac Ste. Anne Foundation
Director Seniors Supportive Living	Steve Madden	Grande Spirit Foundation
Director Seniors Supportive Living	Terry Dennis	Green Acres Foundation
Non-Voting Members		
CCSA Executive Director	Dana Loepky	CCSA

## CCSA Industry Advisory Council (IAC)

Amy Bonner, GEF Seniors Housing  
 Gail Nowlan, Rocky View Foundation  
 Hilary Head, Grande Spirit Foundation  
 Jennifer Moore, Homeland Housing  
 Jeremy Wood, Carewest  
 Hilary Head, Grande Spirit Foundation  
 Nadine Ternovoy, Optima Living  
 Dee Rea, CapitalCare  
 Aman Rai, Newport Harbour

Tanya Sims, The Bethany Group  
 Lesley Mackinnon, Bethany Seniors  
 Sanjeev Bhagrath, WCB Alberta  
 Colleen Desjardins, WCB Alberta  
 Katherine Foster, PIR

### CCSA IAC Sub-Committees

Certificate of Recognition  
 OHS Industry Standard



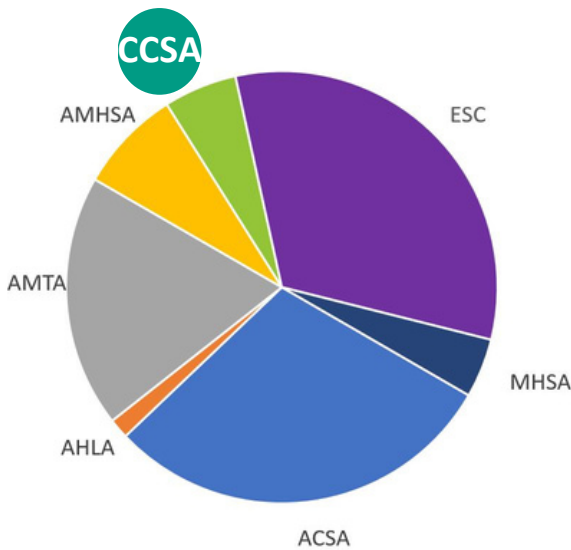


# FUNDING

## Funded Health & Safety Associations 2024 Levies

Safety Association	2024 Levies	% of Levy \$
Alberta Construction Safety Association (ACSA)	\$7,880,000	29%
Alberta Hotel & Lodging Association (AHLA)	\$388,000	1%
Alberta Motor Transportation Association (AMTA)	\$5,200,000	19%
Alberta Municipal Health & Safety Association (AMHSA)	\$2,356,214	9%
Continuing Care Safety Association (CCSA)	\$1,415,767	5%
Energy Safety Canada (ESC)	\$8,296,000	31%
Manufacturers Health & Safety Association (MHSA)	\$1,275,000	5%

(Source: WCB Alberta Employer Fact Sheet – Safety Associations, April 3, 2024, WCB-555 )



In 2024, WCB distributed \$26,810,981 to funded health and safety associations. CCSA received approximately 5% of these funds.

CCSA is primarily funded through an industry levy administered by WCB-Alberta.

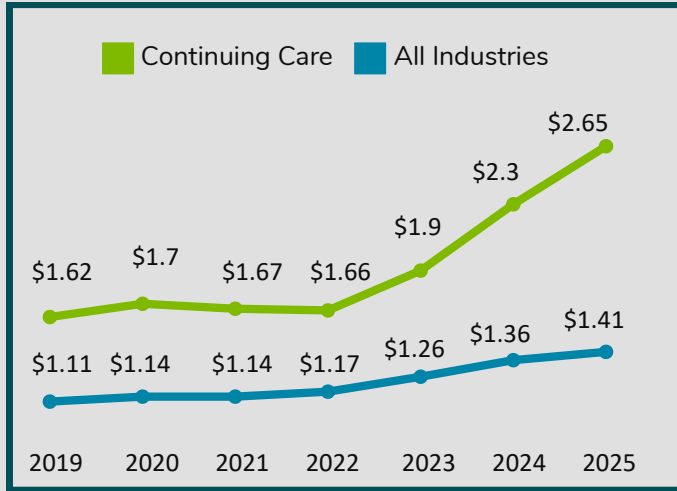
The levy rate has not changed since 2005 and remains the same in 2024 - \$0.07 (7 cents)/\$100 insurable earnings.

In 2024 approximately 93% of CCSA’s revenue is from industry levy, while the remaining 7% is from interest, course fees, grant & other.



# WCB INDICATORS

## WCB Premium Rates

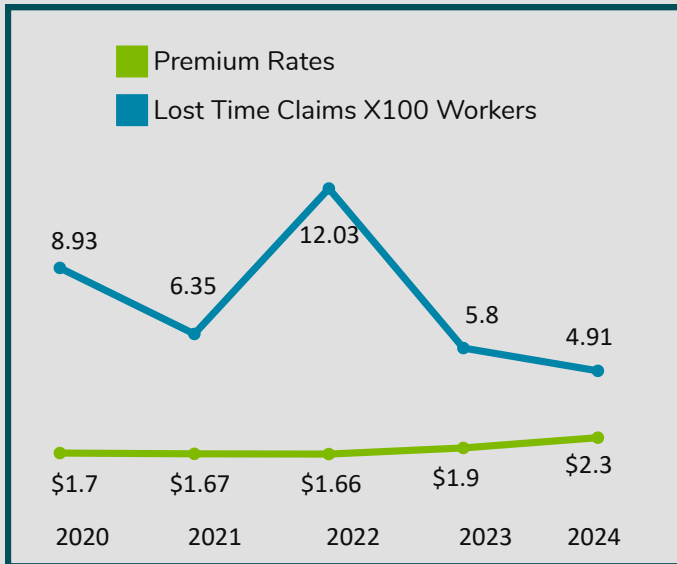


(Source: WCB 2025 Premium Rates by Sector and Rate Group, assessed Dec 2024)

The continuing care industry experienced relatively stable rates from 2019 (\$1.62) to 2022 (\$1.66) but saw significant increases in 2023 (\$1.90) and 2024 (\$2.30), with a projected rise to \$2.65 in 2025.

The 2024 increase in Continuing Care premium rates reflects a 15.22% jump, mitigated by WCB employer premium rate subsidization.

## Premium Rates Versus Lost Time Claims Rate



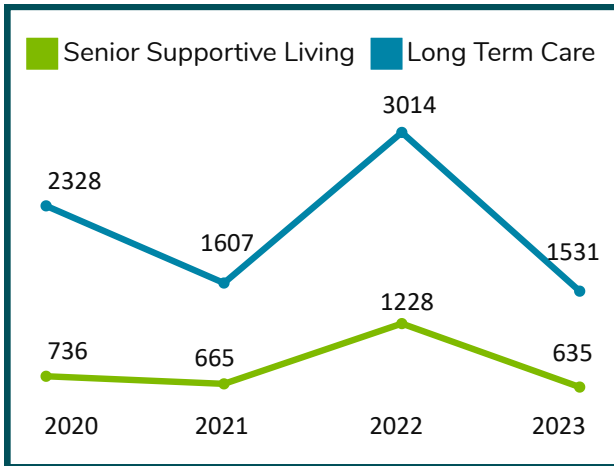
(Source: WCB IRON KEY accessed October 8, 2024)

Although Lost Time claims in Continuing Care industry spiked sharply in 2022 (12.03) correlating with the COVID-19 pandemic's impact on the sector, it declined to 5.8 in 2023 and further to 4.91 in 2024. The Premium Rates remained relatively stable from 2020 to 2022 but increased significantly in 2023 and 2024.

This chart highlights how claims rates fluctuated due to the pandemic, while premium rates started reflecting these changes only in 2023.

# WCB INDICATORS CONT.

## Lost Time Claims



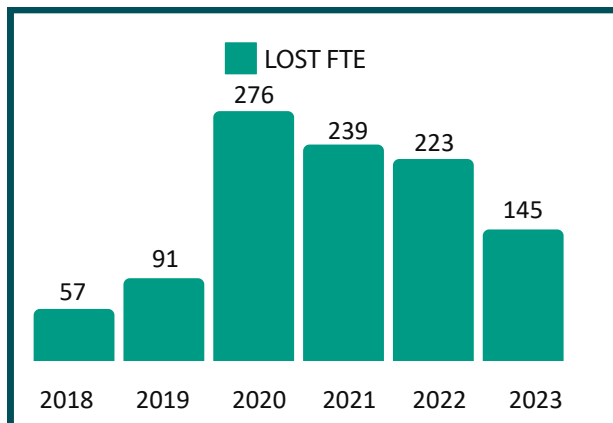
(Source: WCB Alberta: 82800 and 82808 Industry Synopsis reports Jan 4, 2025)

According to the Canadian Association for Long-Term Care, *“As of the final quarter of 2022, there are over 38,000 vacant positions across Canada in long-term care homes, more than double the vacancies in 2019.”*

(Source: CALTC Health Human Resources Insight: The Unique Challenges of Staffing in Long-Term Care Homes, May 26, 2023.)

**In 2023 (Jan to Dec), Continuing Care lost just over 28,640 workdays. That’s the equivalent of losing 145 full-time staff for a year.**

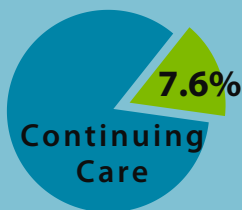
## Lost Full Time Equivalent



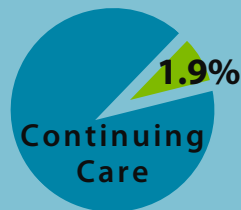
(Source: WCB IRON KEY accessed October 8, 2024)

In addition to the staff recruitment challenges, staff retention – keeping staff at work and/or returning staff to work – continues to a significant contributor to the workforce challenges experienced in long-term care and seniors’ supportive living/lodges. As depicted in the chart, the number of full-time equivalencies lost to work-related illness or injury is more than double the FTE loses in 2019.

Lost-Time Claims in Alberta



FTE Workers in Alberta

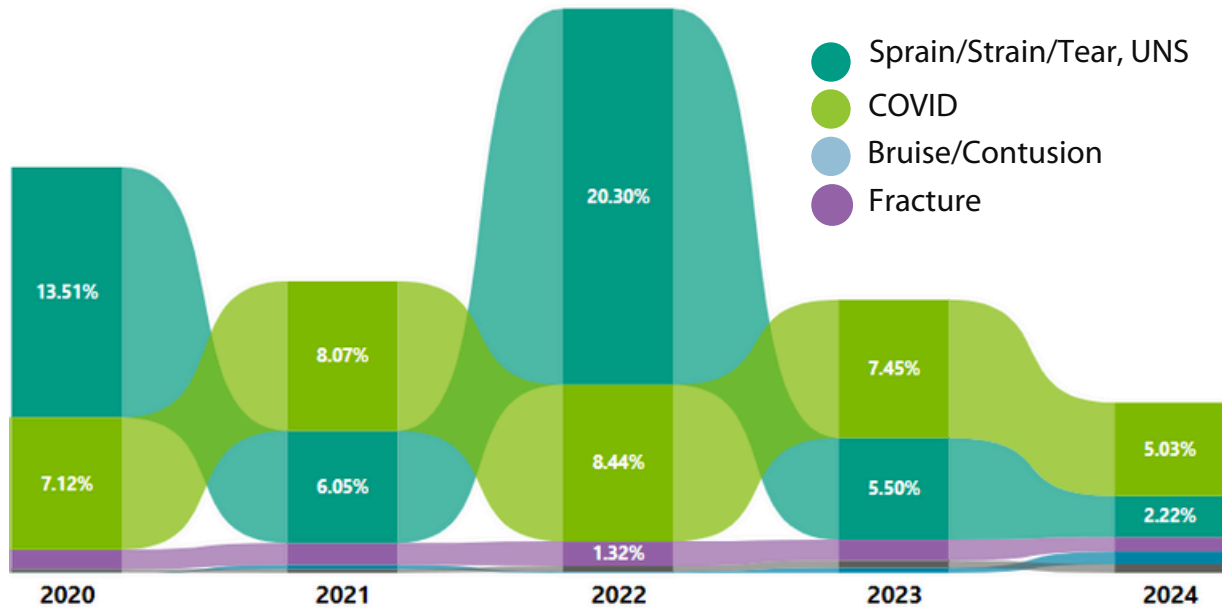


**7.6%** of all Lost Time Claims in Alberta during 2024 came from Continuing Care, even though it accounts for less than **1.9%** of all full time equivalent workers.



# WCB INDICATORS CONT.

## Top 4 Injuries that Result in Lost Time Claims



(Source: WCB IRON KEY accessed October 8, 2024)

### Sprains/Strains/Tears Remain a Leading Cause of Lost Time Claims in Continuing Care and Seniors Supportive Living since 2023

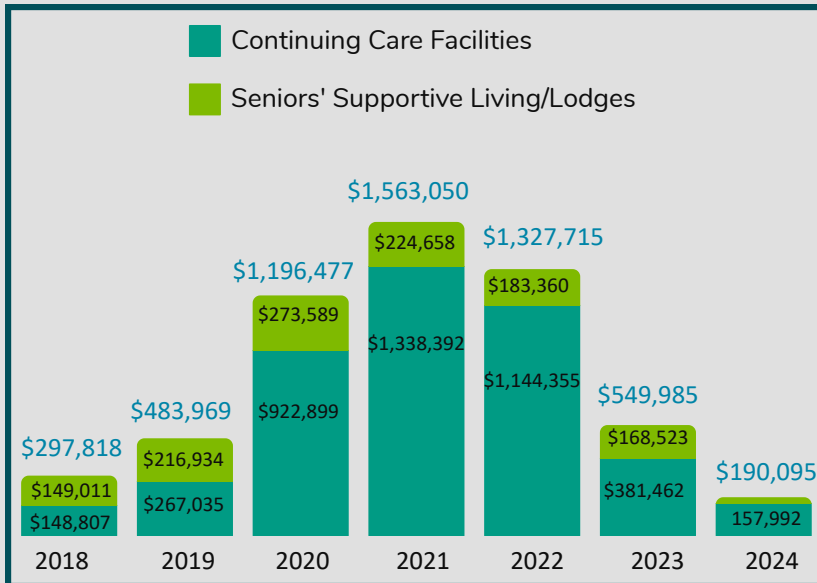


Musculoskeletal Disorders continues to be the leading cause of WCB-accepted lost-time claims in continuing care and seniors' supportive living/lodges. Since 2009 CCSA has supported its members through a variety of programs and services designed to provide employers and workers with accurate information to improve their awareness of MSDs, the factors within the organization that create the environment for MSDs and build knowledge and skills to reduce MSDs. CCSA's [Musculoskeletal Injury Prevention \(MIP\) program](#) includes:

- Instructor-led Musculoskeletal Injury Prevention training – two pathways: front-line worker training and train-the-trainer delivered virtually or in-person.
- OHS Prevention Initiative MSD resources.
- PoseChecker: a vision-based motion capture software that uses AI-based computer vision algorithms to track body movements for ergonomic analysis.
- YouTube videos: A growing library of just-in-time videos to support on-the-job coaching or knowledge refresher to supplement previous training.
- Safety Campaign: February – MSI & RSI Prevention.
- Safety Segments: Standing Ergonomics and Ergonomics, RSI/MSI Prevention.

# WCB INDICATORS - MENTAL HEALTH CLAIMS

## Costs of Claims by Year and Industry Discription



(Source: WCB IRON KEY accessed October 8, 2024)

Although mental health claims constitute less than 1% of all claims, the costs are disproportionately high, underlining the intense financial and human impact of mental health issues in the continuing care industry. Addressing these challenges requires continued investment in workplace mental health initiatives, employee support system, and better working conditions.

## Supporting Psychological Health and Safety in Healthcare



Committed to  
**PSYCHOLOGICAL  
HEALTH & SAFETY**  
in Healthcare 🇨🇦

Being signatories of the Declaration of Commitment to Psychological Health and Safety in Healthcare, aligning our efforts with the principles of the National Standard for Psychological Health and Safety in the Workplace.

This reflects our dedication to fostering a culture that respects workers' psychological health, recognizes its connection to patient safety, and ensures a supportive environment. To support our members we offer tools that address: [Promotion of Worker's Mental Health](#), [Psychological Protection from Violence & Harassment](#), [Prevention of Psychological Harm](#).

## In 2024 CCSA's ACCESS4MH Project received a \$150K grant from the Alberta Ministry of Health

This grant allowed us to deliver for FREE The Working Mind training program, which is an evidence-based, educational program that builds mental resilience through knowledge and empowerment, to continuing care homes, seniors supportive living/lodges, and other healthcare settings communities' frontline employees and managers.



**272**

participated in the Working Mind training for Managers & Leaders

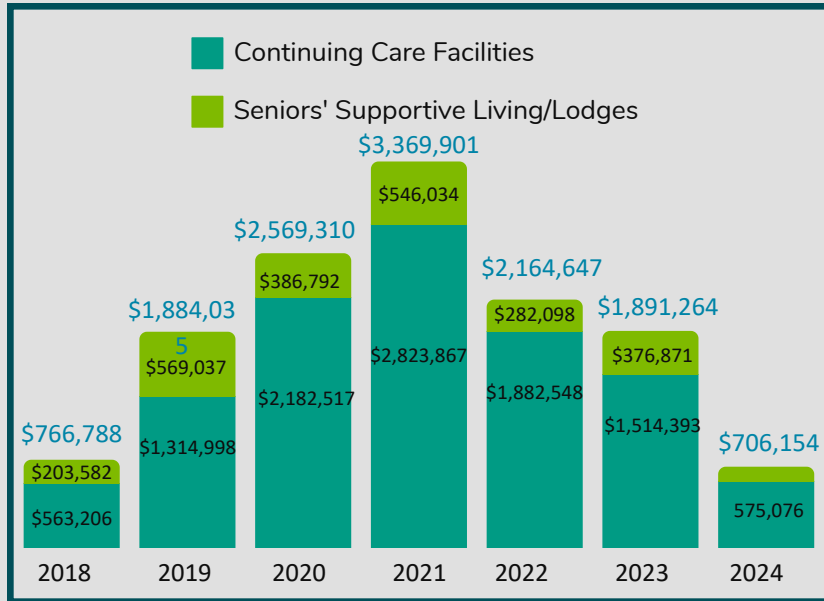
**112**

participated in the Working Mind training for Frontline Employees



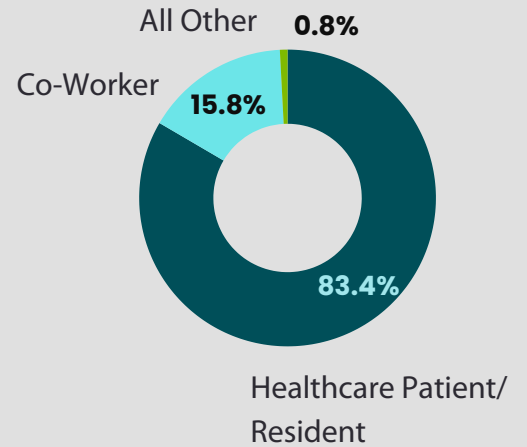
# WCB INDICATORS - VIOLENCE & HARASSMENT CLAIMS

## Costs to Date of Claims by Year and Industry



(Source: WCB IRON KEY accessed October 8, 2024)

### Source of Workplace Violence Injuries 2018-2023:



## Workplace Violence and Harassment Prevention Guided Support

The CCSA aims to reduce the injury rates in continuing care and senior supportive living industries by providing targeted resources to promote the adoption of effective violence prevention initiatives; prevent incidents or injuries caused by violence and acts of aggression, and build a more robust culture of safety.

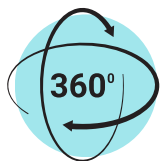
### Workplace Violence and Harassment Prevention Program: Build, Review, Evaluate

1. Secure Leadership Commitment
2. Accessing Your Program Needs
3. Developing the Program Components
4. Implementing the Program
5. Evaluating the Program



**CCSA White Paper** "Protecting Workers' Safety in Managing the Risks of Violence, Harassments & Responsive Behaviors"

### NEW Managing Workplace Violence, Harassment, and Responsive Behaviours



2-hour interactive **On-Demand course featuring 360-degree videos**, branching decisions, and animated scenarios, you'll test your de-escalation skills



**On-site 3D Virtual Reality scenario application** – a brief yet effective training tool lasting only five minutes that has demonstrated its effectiveness



# INDUSTRY-SPECIFIC TRAINING

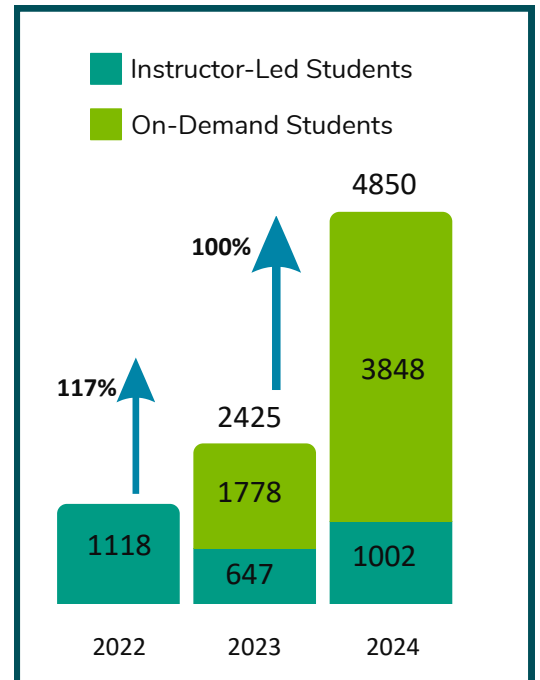
## Instructor-Led Courses

CCSA provides a variety of courses and training sessions at low cost with a specific focus on continuing care and seniors' supportive living/lodges. Courses range in length from 2 hours to multiple days, in-person or virtual.

## On-Demand Courses

The CCSA Learning Management System (LMS launched in 2023) is a valuable resource that offers a wealth of free and paid on-demand courses. It is intuitive and customized to cater to your specific needs and preferences. The user-friendly interface allows you to easily access interactive courses and training materials. All of these are conveniently available at your fingertips.

CCSA team is continuously working on developing and creating new courses, so there's always something new waiting for you!



(Source: CCSA Operational Report Jan 6, 2025)

### Great value for Members:

#### Instructor-Led Courses:

Half-day courses are

\$32 (online) &  
\$50 (in-person)

One-day courses are

\$48 (online)

\$75 (in-person)

Two-day courses are

\$68 (online) &  
\$100 (in-person)

#### On-Demand Courses:

12 FREE Courses

6 paid courses

Average cost of 1-2-hour course  
is only \$24

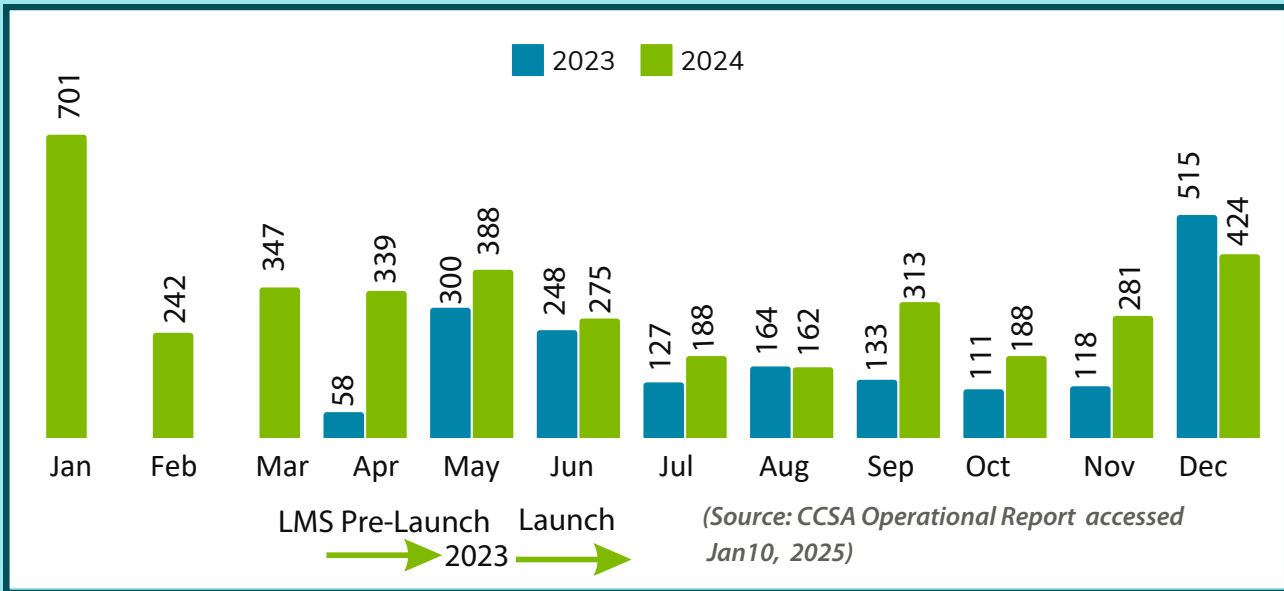
### CCSA ACCESS4MH PROJECT

allowed us to deliver for **FREE**  
The Working Mind Training  
sessions for Frontline Employees  
and Managers & Leaders in 2024.



# INDUSTRY-SPECIFIC TRAINING CONT.

## On-Demand Courses Taken by Students Year to Date



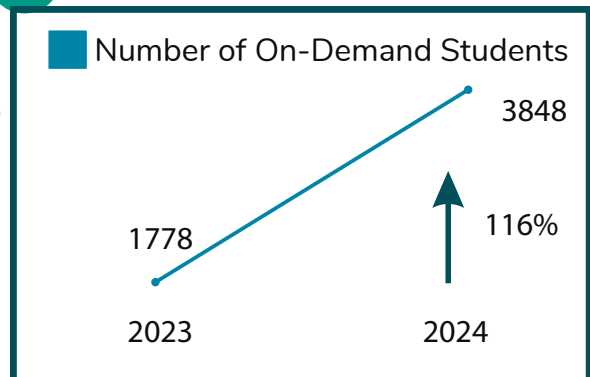
### Top FIVE Most Popular On-Demand Courses in 2024 by Students:

1. WHMIS General Training - 1074
2. OHS 101 for Workers: Health & Safety Essentials - 620
3. Harassment and Bullying Prevention - 531
4. Dec 2021 OHS Legislation Changes - 456
5. Health & Safety Committee Representative - 288

### New On-Demand Courses Launched in 2024:

- Respirator Fit Tester Orientation
- Hazard Assessment & Control
- Auditor Training Orientation
- Managing Workplace Violence, Harassment & Responsive Behaviours
- Musculoskeletal Injury Prevention Orientation
- Work Site Inspections

“ I love the new Health and Safety Committee course, the idea of a board game type of interactive training is genius. ”  
2024 Member Engagement Survey



(Source: CCSA Operational Report Jan 6, 2025)

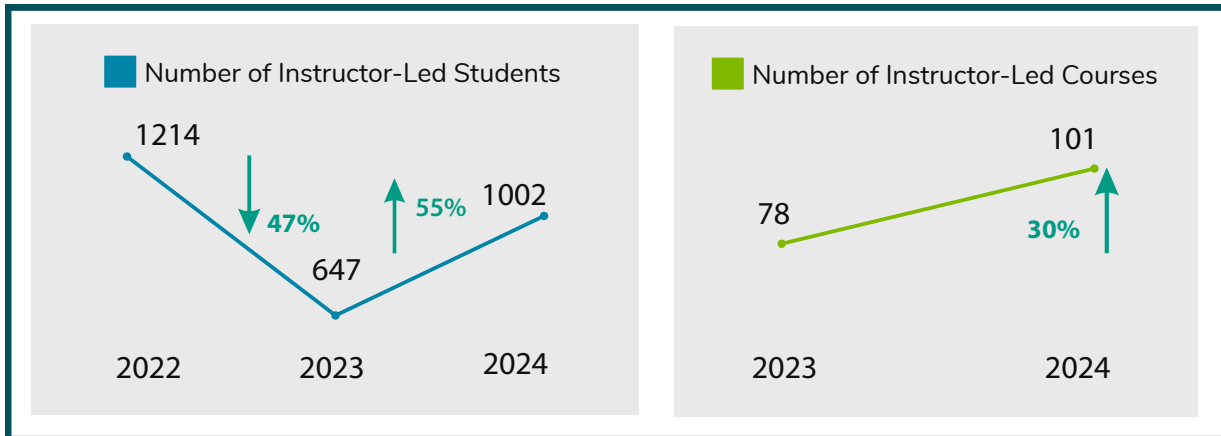
“ The on-demand courses are the best as we are a 24/7 facility so scheduling time for staff to participate can be difficult. Also, shorter courses are easier to accommodate. ”  
2024 Member Engagement Survey



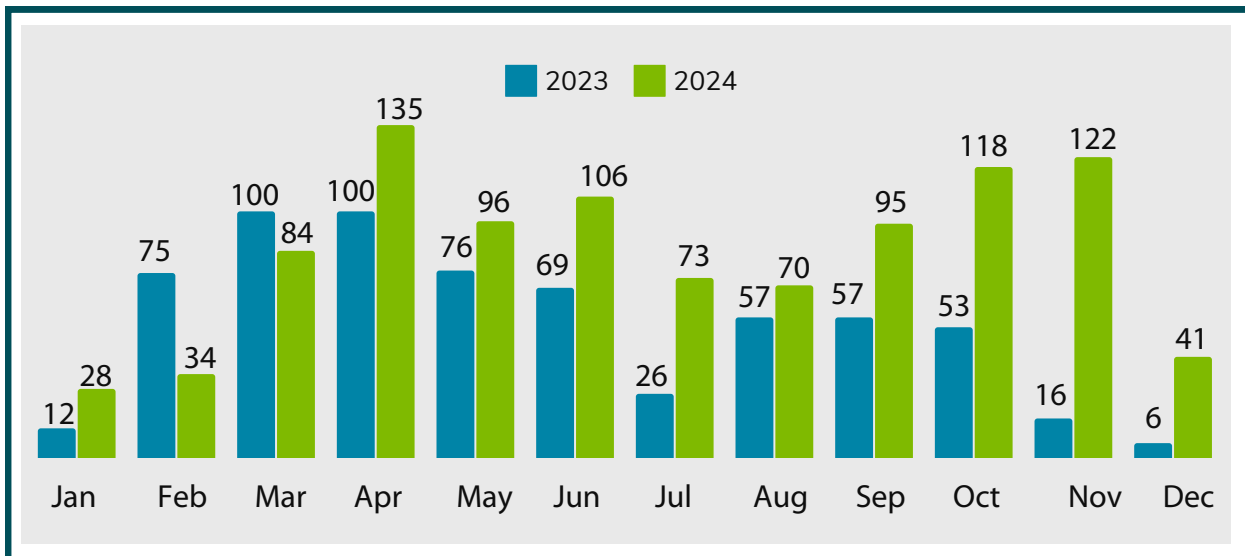


# Industry-Specific Training Cont.

## Instructor-Led Courses Taken by Students 2022 - 2024



## Instructor-Led Students by Month 2023 vs 2024



(Source: CCSA Operational Report Jan 6, 2025)

### Top FIVE Most Popular Instructor-Led Courses in 2024 by Students:

1. The Working Mind for Managers & Leaders - 272
2. Health & Safety Committee Representative - 119
3. The Working Mind for Frontline Employees - 112
4. Incident Investigation & Root Cause Analysis - 96
5. Work Site Inspections - 66

“All courses I have taken through CCSA have been well received and I have taken a lot of information away from it.”

2024 Member Engagement Survey

“I've really enjoyed using the CCSA for training and learning opportunities over the past 7 years. I've been witness to a huge amount of growth in my organization, which has been truly amazing. As an LPN who also has to participate in continuing education to maintain a license its been super helpful.”

2024 Member Engagement Survey



# CERTIFICATE OF RECOGNITION

In 2024, 10,653 Alberta employers received a PIR refund, sharing more than \$84M for their 2023 performance (\$9,602,375 is an allowance for future PIR refunds and adjustments). Of those, 130 were CCSA employers. They received \$2.83M in PIR refunds this year. Even though they only represent 1.2% of Alberta employers who received a refund, they received 3.3 per cent of the payout.

CCSA received \$1.42M from employers via WCB to support member programs, including COR.



## AUDITOR TRAINING

Certification for individuals so they can conduct audits within their organization or externally

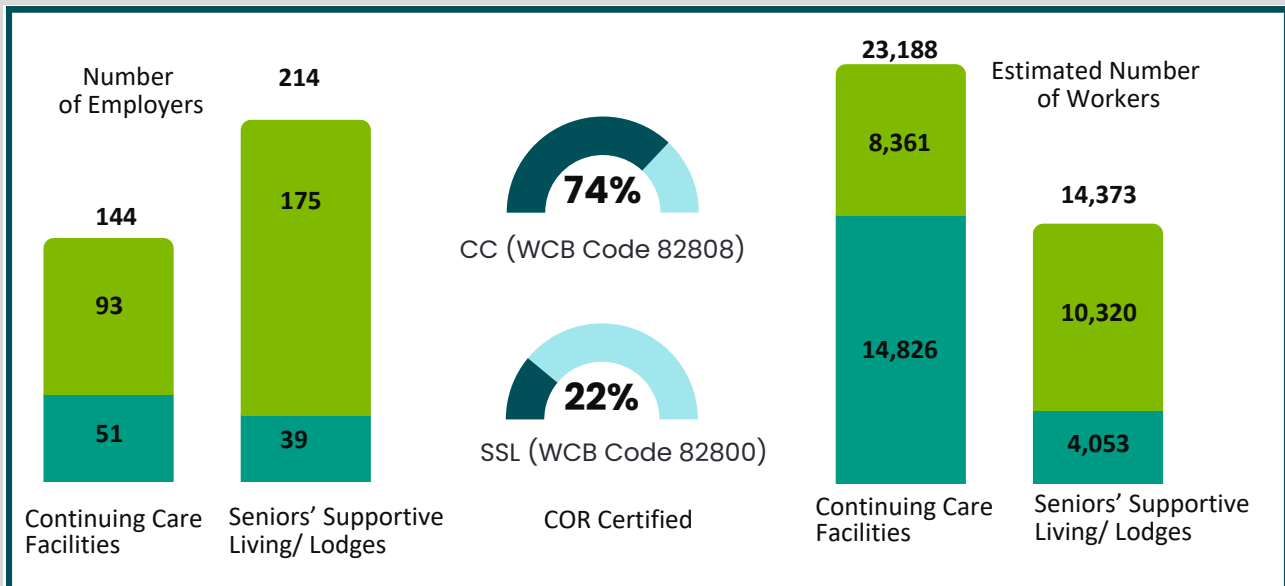


## CERTIFICATE OF RECOGNITION

Help for employers to achieve and maintain a COR designation

With the increase of WCB premiums in 2025, CCSA is encouraging more members to become involved in the COR program

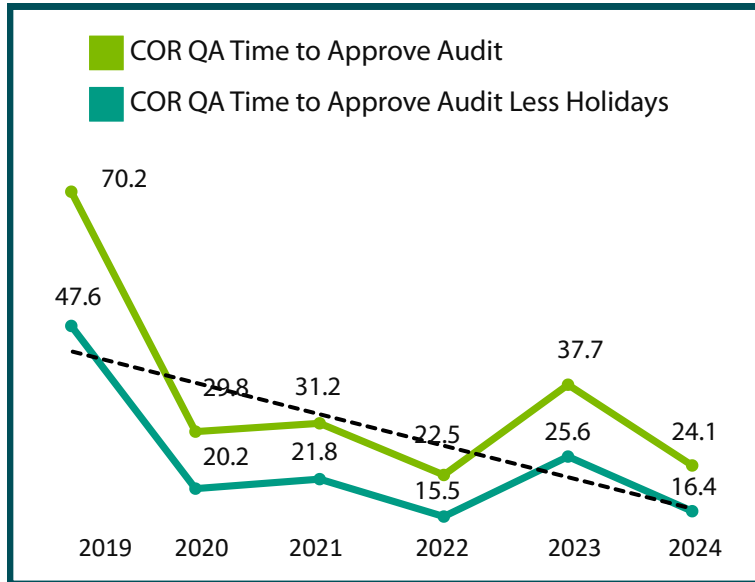
## Number of Employers and Estimated Workers in 2024 by Industry COR vs Non-COR



(Source: WCB IRON KEY accessed October 8, 2024)

# CERTIFICATE OF RECOGNITION CONT.

## Audit Turnaround - Average Number of Days



(Source: CORRS Data December 2, 2024)

“  
*External auditors were great!*  
2024 CCSA COR Engagement Survey  
”

“  
*We appreciated being able to conduct the audit virtually to save on costs.*  
2024 CCSA COR Engagement Survey  
”

## COR Audit Review Times

### CCSA has taken big steps to streamline the turnaround time and feedback process for COR audits

- CCSA continues to focus on timely, accurate, and consistent audit report quality assurance reviews.
- The audit review turnaround time starts when the first audit report is submitted to the CCSA by the auditor until the audit report is approved and submitted to the Certificate of Recognition Registry System, this includes the time to complete audit corrections by the auditor. The CCSA is also now reporting on the Average Number of QA Days Less Holidays.
- For the 2024 Audit Season, the audit turnaround times are substantially lower than in 2023, trending down by 13 days and 9 days, respectively. The CCSA continues to carefully monitor the audit turnaround time as well as the multiple factors that contribute to an increase .



# CERTIFICATE OF RECOGNITION CONT.

## AuditSoft and AuditXchange

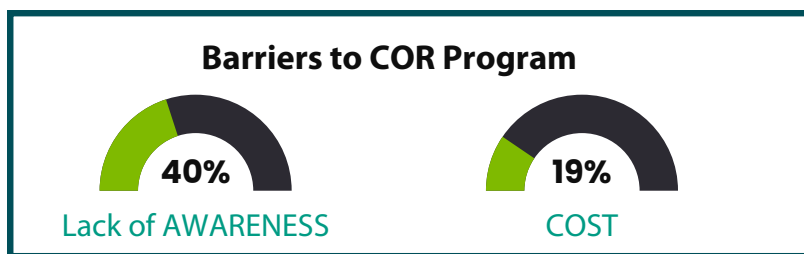
### AuditSoft

On February 26, 2024, the CCSA moved to AuditSoft software for all Certification of Recognition audits. The move is designed to:

- improve inter-auditor consistency and audit quality;
- streamline the auditing process for auditors;
- provide a more efficient audit QA process;
- provide COR holders access to AuditSoft's powerful audit data analytics (AuditXchange)

### AuditXchange

The audit data analytics platform analyzes the data comparatively and provides a view of OHSMS performance. For the CCSA, it will allow a comparison of audits from year to year, along with tracking element scores for training and education considerations. Employers have access to an AuditSoft Scorecard which is a visualization of Occupational Health & Safety performance and shows deep insights, along with the ability to compare the company's performance against an anonymized pool of industry data. It can also provide suggestions for continuous improvement.



*(Source: 2024 CCSA Member Engagement Survey)*

# MEETING OUR MEMBERS NEEDS

## Communication With Our Members in 2024

This year, CCSA continued to enhance its connection with members through diverse communication channels and meaningful engagement activities. Our efforts were supported by insights from the 2024 Member Engagement Survey (MES), which highlighted members' preferred platforms and their perceptions of CCSA services.

### Website

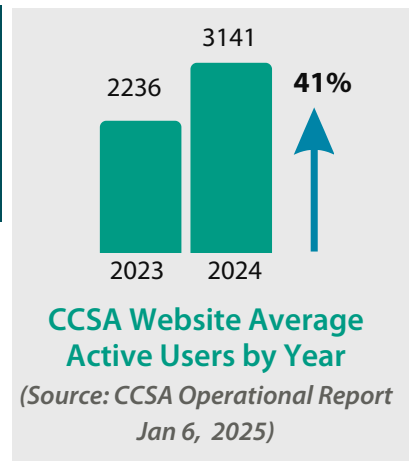


(Source: 2024 CCSA Member Engagement Survey)

The website has a clear compelling message and streamlined information is easy to find.

The most valued and visited are:

- Resource Library
- Training Calendar
- Safety Segments
- Health & Safety Toolkit
- Instructor Led and On-Demand Courses



### Newsletter

CCSA's newsletter is recognized the second strongest communication tool based on the 2024 Member Engagement Survey. Monthly Newsletters:

- Health & Safety Minute
- COR Connections
- WCB and Alberta Government Highlights
- Emails with timely news



(Source: 2024 CCSA Member Engagement Survey)



# MEETING OUR MEMBERS NEEDS CONT.

## Communication With Our Members

### Social Media and YouTube Channel

Since 2023, our primary communication channels have been YouTube, LinkedIn, and Facebook, allowing us to effectively connect with our members, increase CCSA's awareness, share valuable resources, and enhance engagement across the sector.



Over 600 followers on LinkedIn in 2024



3.9K hours watched on CCSA YouTube in 2024



Over 4.3K Facebook Posts Reach in 2024

As a part of our monthly Safety Bytes Videos we introduced Annie - a culmination of the experience of some of CCSA's staff and members rolled into an animated character



Ask Annie



## Supporting Our Members and Engagement Incentives

### OHS Members Discussion Forum

In collaboration with [ASCHA](#) and [ACCA](#), we hosted THREE FREE [OHS Collaborative Members Discussion Forums](#) for over 120 participants in total.

### Member Assistance Program (MAP)

Using effective MAP roadmap we effectively supported 2 member organizations with their health and safety programs by helping to identify strengths and opportunities for improvement in their workplace health and safety system.

### “CCSA Health & Safety Star” Award

CCSA sponsored Three Health & Safety Star Winners to attend the “Hearts & Hands” conference in Langley, B.C. Winners were randomly chosen from 81 nominations. This initiative has been introduced since 2023.

### Member Engagement Survey Prizes

In 2024, CCSA had an engagement incentive to encourage participation in our 2024 Member Engagement Survey. Members who completed the survey were entered into a draw, with three winners receiving complimentary CCSA services. This initiative helped us gather valuable feedback while rewarding our engaged members.





The discussion and analysis of results that follows align with CCSA's Business Plan dated 2021-2024. The data capture period is January 1 to December 31, 2024.

## The Primary Risk

When CCSA developed the 2021-2024 Business Plan, the process included a risk analysis. The primary risk identified is a persistent challenge that has not only persisted, but has grown since the COVID-19 pandemic.

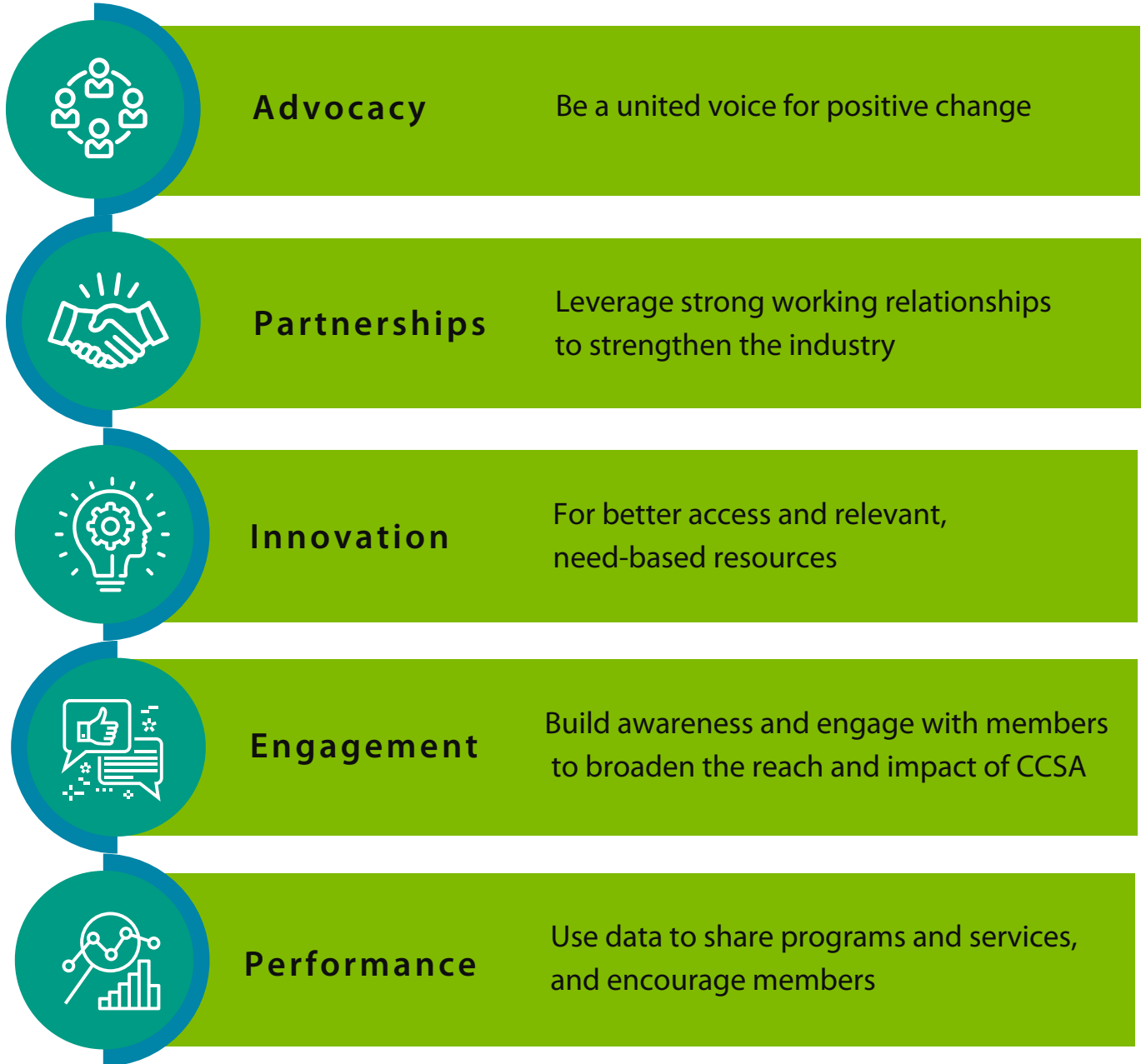
### Member availability

**Risk:** The pandemic has only exacerbated a systemic problem in the continuing care sector. Prior to the pandemic, attracting staff was a challenge. But—while health challenges related to COVID-19 persist—the resulting mental health challenges have made it even more difficult for the sector to both attract and retain staff. This is putting pressure on workplaces and staff capacity, which is subsequently impacting the ability of members and their staff to participate in CCSA programs and services.

**Update:** To mitigate staffing challenges in the continuing care sector, CCSA has focused on mental health by training staff in The Working Mind (TWM) program. This initiative, aimed at reducing stigma around mental health, equips employees with skills to manage stress and build resilience. As an evidence-based program, TWM helps create a supportive work environment where staff feel comfortable seeking help. This approach not only fosters resilience among our workforce but also aids in staff retention and attraction, countering reduced participation in CCSA programs due to current workforce pressures. Through TWM, we're strengthening our team's ability to handle sector challenges more effectively.



# STRATEGIC PRIORITIES







The CCSA provides a united voice for health, safety and wellbeing at decision-making tables in the continuing care industry. This allows our association to have a say in the development of policy and procedure that impact workplace health and safety.

## 2024 Highlights

- Six of seven planned projects completed, one on track to be completed.
- CCSA was invited to join key continuing care stakeholder tables including the Continuing Care Alliance and the Continuing Care Workforce Working Group
- CCSA successfully submitted two whitepapers to the Ministry of Health
  - Protecting Workers' Safety in Managing the Risks of Violence, Harassment and Responsive Behaviors in Continuing Care Settings, September 2024
  - Investing in Workers' Health & Safety to Support the Delivery of High-Quality Resident Care, June 2024

Performance Measures	2024 Target	2024 Actual
Number of stakeholder committees CCSA is presented on	15	9
Number of stakeholder committee meetings attended by CCSA	15	44

## Discussion

In 2024 CCSA continued to actively engage in a wide variety of working groups, committees, and communities of practice. While we did not meet our stretch target for the number of new stakeholder committee tables CCSA is represented on, we surpassed our targeted stakeholder committee meeting involvement by 193%. This increased participation, reflects our commitment to strengthen our position and voice in the continuing care sector with an aim to drive meaningful policy development and advocate for the needs and concerns of our members, ensuring that their perspectives shape the future of workplace health and safety.

“  
*The operating landscape of members is evolving and CCSA has done a remarkable job of keeping membership informed. Please keep doing this.*  
”  
*2024 Member Engagement Survey*

**CCSA exceeded its target for stakeholder committee meetings by 193%**



# 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.

## 2024 Highlights

- Seven of twelve planned projects completed, three on track to be completed.
- The ACCESS4MH grant awarded by the Ministry of Health enabled CCSA to deliver The Working Mind - LTC/SSL courses at no direct training cost to our members. Courses were delivered both in-person at satellite training centres across Alberta and virtual via Microsoft Teams.
- CCSA engaged with Alberta Health Services to explore Musculoskeletal Injury Prevention, Workplace Violence, Harassment and Responsive Behaviours and Infection Prevention and Control.
- CCSA values our the learning expertise of our external partners Dynacor Learning and HippoHub, who supported the development of two new highly effective and efficient OnDemand courses.
- CCSA partnered with IntegralOrg to conduct a comprehensive review of CCSA's Bylaws and governance policies.
- CCSA was extremely grateful to the ACCA for showcasing our team at their annual convention and tradeshow.

Performance Measures	2024 Target	2024 Actual
Percentage of respondents who indicate that the COR program is meeting their expectations	94%	100%
Number of health and safety system initiatives implemented in collaboration with others	3	3
Number of instructor-led courses delivered at satellite training centres	35	25

## Discussion

CCSA continues to leverage its strong working relationships with provincial and national partners as well as with its members. We exceeded the targeted number of health and safety initiatives implemented in collaboration with others by 100%.

“

*Your facilitators /consultants are very knowledgeable and supportive. Questions submitted are answered promptly, and there are specialized SMEs available within CCSA. We thoroughly enjoy and appreciate the resources and support available from the CCSA, and the continuous improvements and initiatives available to operators.*

*2024 Member Engagement Survey*

”



## Innovation: For better access and relevant, need-based resources



CCSA continuously innovates to ensure its members have easy access to training, education and resources that meet their needs.

### 2024 Highlights

- All seventeen planned projects were completed.
- CCSA continued to innovate our education, improving access while maintaining the high effectiveness and student satisfaction ratings.
- CCSA introduced blended courses, transitioning both Auditor Training and the Musculoskeletal Injury Prevention courses and adding a \*NEW\* blended course: Respirator Fit Tester.
- CCSA continued to expand our library of OnDemand courses, with the addition of the Work Site Inspections course.
- In partnership with the AuditSoft team, CCSA replaced our Microsoft Excel-based COR Audit tool with the AuditSoft tool without passing on the per audit license fee to our members.
- Based on feedback from our 2022 Member Engagement Survey, CCSA expanded our programs to include Abilities Management and the Musculoskeletal Disease programs.
- Based on feedback from our members we also introduced the “Hazards and Inspections” course, which combined the previous Hazard Assessment and Control and Work Site Inspections instructor-led courses to eliminate redundancy and improve access while maintaining efficacy and high student satisfaction.
- CCSA continued to innovate our health and safety resources by introducing the “Ask Annie” monthly video series.

Performance Measures	2024 Target	2024 Actual
Number of new and/or updated training and education programs	10	10
Number of new and/or updated tool and resource supports for supervisors/managers	24	47
Percentage of workers trained by the CCSA who indicate they would recommend the course they took to others. (Student Post-Training Survey)	99%	96%
Percentage of respondents who indicate CCSA’s health and safety programs and services are meeting their expectations (CCSA Member Engagement Survey)	98%	90%

### Discussion

CCSA continues to seek out innovative ways to improve and expand programming and delivery while also improving efficiency and security of our internal systems and processes. In 2024, we met the targets for both the number of new and/or updated training and/or education programs while exceeding the number of new tools and resource supports for supervisors and managers. While we did not meet the high member expectation target we had set for ourselves, 90% of 2024 Member Engagement survey respondents indicated our health and safety programs and services meet their expectations.



# Engagement: Build awareness and engage with members to broaden the reach and impact of CCSA



A two-way conversation is critical for us to develop effective resources. CCSA members help shape services we offer.

## 2024 Highlights

- Fourteen of eighteen projects completed, three on track.
- CCSA continued to expand the reach of our YouTube channel surpassing both subscribers and watched hour expectations.
- CCSA also continued to grow the reach of our designated social media channels, LinkedIn and Facebook.

*“I feel CCSA is very good at communicating their purpose and what they bring to the table to help organizations be successful.”*  
2024 Member Engagement Survey

Performance Measures	2024 Target	2024 Actual
Percentage of workers trained by the CCSA who believe they have acquired skills/knowledge that can be applied to their job	95	99
Percentage of direct training supervisors/administrators who believe their workers have applied skills/knowledge to their job that was acquired through CCSA training	95	100
Number of training program participant	2000	4850
Year over Year web traffic growth.	5% growth	41% growth
Social media engagement (LinkedIn)	2.5 - 5%	13.7%
CCSA Newsletters year over year subscriber growth	5% growth	15% growth

## Discussion

CCSA continued to exceed all established engagement targets again in 2024. Importantly, the number of students completing our OnDemand and Instructor-led courses exceeded the target by 100%. Equally important, CCSA continued to increase member engagement through our social media, newsletters and website. In 2024, CCSA web traffic grew by 41% and the number of CCSA newsletter subscribers grew by 15% while also adding 600 LinkedIn followers. Finally, CCSA completed our 2024 Member Engagement survey that provided important insight from our members.

*“I really like your newsletters and I am always taking the info to read to my fellow co-workers.”*  
2024 Member Engagement Survey

**CCSA exceeded its target for number of training program participants by 100%**



# 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.

## 2024 Highlights

- Seven of twelve planned projects complete, three on track.
- We created two new internal performance dashboards:
  - The Working Mind Dashboard
  - Member Assistance Program selection and Dashboard
- In collaboration with AuditSoft, enabled the Audit Scorecard for employers through AuditXchange.

“  
*I appreciate the focus that you CCSA has on promoting new programs and safety and the wellbeing of our staff.*  
 2024 Member Engagement Survey  
 ”

Performance Measures	2024 Target	2024 Actual
Number of automated reports developed	3	12
Number of Certificate of Recognition performance reports developed	4	8

## Discussion

CCSA met or exceeded all established performance targets for 2024. The Industry Statistics and Reports resource page on CCSA’s website continues to provide access to current WCB industry synopsis reports, Alberta OHS Surveillance Program Potentially Serious Injury Reports as well as the annual OHS Statistics Reports. In 2024, CCSA added new metrics to our COR Dashboard utilizing new data from AuditXchange.

In 2024 we also implemented two new performance reports: CCSA Board Report, providing monthly strategic priority and key objectives progress to CCSA’s board and The Working Mind Report, providing insights into key program performance metrics like post-training survey results required for the ACCESS4MH grant. While we did not make as much progress in establishing a CRM, the new data integrations from our website, LMS and AuditXchange, as well as the continual improvement of our internal processes, has laid the groundwork for 2025.

“  
*Since becoming a CCSA member, our organization’s health and safety culture has improved amazingly. Thanks for all you do and for always looking for ways to be better.*  
 2024 Member Engagement Survey  
 ”

**CCSA exceeded its target for number of automated reports developed by 300%**



# CCSA TEAM



**Dana Loepky**  
Executive Director



**Lee-Anne Morkin**  
Director, Training Delivery  
and Member Engagement



**Amy Fenton**  
Director, Partnerships  
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**James Harris**  
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Innovation and Planning  
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**Nataliia Hontar**  
Administrative and  
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**Continuing Care  
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**THANK YOU**



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