

People of Bethany

Building on a people-focused culture



"I am away from my family, but I feel a sense of family here. In the Philippines, we don't have nursing homes, we take care of them on our own. I learned a lot from my parents. From my dad, I learned to become a grounded person. If someone needs help, you give it to them. My mom was always very understanding, even if we did something wrong. My mom is 80 and I miss her."

Maria, Health Care Aide



"I work across from the games room. They play bingo and drum in there and it can be loud, but I got used to it. It's nice to see our residents active. We always keep our residents busy and active. I hope that I'm going to be in a facility that takes care of individuals the way this group does."

Olga, Receptionist and Resident Accounts Clerk

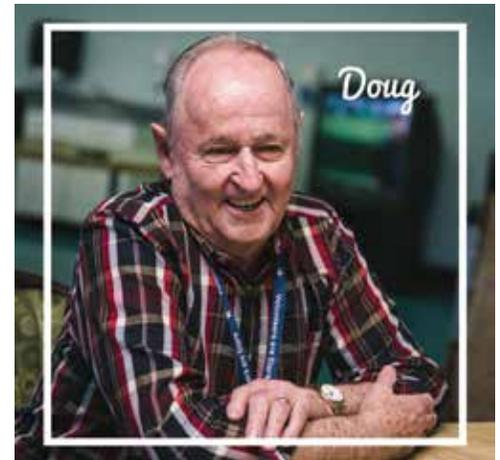
"My mother came to Bethany in the 1970s and that's when I started volunteering here. I would be lost without Bethany in my life. I have really enjoyed my time here and I will continue to do this until I can't."

Barbara, Volunteer



"It takes a special kind of person to do this job because you have to be really patient. You have to know what you're doing. It's not just a job though, it goes beyond a job. You give so much and that's okay. We become part of their family and they become our family."

Henrie, Licensed Practical Nurse



"My wife's parents were both here; one for 11 years and one for 14 years. So I got to know the recreation staff very well and started volunteering. It started with just two days a week, now it's four and it'll be up to five. I'm on outings, birthday parties, visitations, you name it."

Doug, Volunteer

"I was a doctor in the Ukraine. I was an orthopedic surgeon and I enjoyed it because I like to work and help people. I'm still helping people. I can't imagine my life without helping people."

Mykola, Occupational Therapy Assistant



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Our year

Message From Our Board Chair

Vision 2020

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OUR YEAR

MESSAGE FROM OUR BOARD CHAIR

Bethany Care Society's Board of Trustees is grateful for our many successes over the past year. We are thrilled that our latest care center, Bethany Riverview, is now under construction. We shared in the celebration at the completion of our accreditation survey. This year we also focused on how best to optimize our existing infrastructure, and what we need to do to position Bethany for the next several years.

As one of Western Canada's largest not-for-profit providers of seniors' care, Bethany's Board of Trustees has a responsibility to create a clear, compelling vision for Bethany. Critical to the creation of this vision is engagement with our residents, families, tenants, volunteers and staff. Understanding who we serve, to ensure we continue to meet their needs, is a high priority as we look beyond Vision 2020, our current strategic plan, and to the Bethany of the future.

The Board is proud of the over 1,400 staff who work every day to create caring communities across Southern Alberta. Bethany's staff is our greatest resource, and we could not live into our mission without their ongoing commitment.

As we celebrate the many accomplishments of the past year, we also look forward to the possibilities that are before us as we continue to advocate for seniors across Alberta. On behalf of the Board of Trustees, we hope you enjoy the "People of Bethany" featured in our annual report, and we thank you for your ongoing support as we create caring communities across Southern Alberta.

Sincerely,

Jerry Rasmuson



VISION 2020 OUR FIVE YEAR PLAN

Vision 2020, Bethany's strategic plan, guides our organization in its journey to excellence. Ensuring alignment with our mission, vision and values, Vision 2020 acts as a road map that connects all our initiatives and ensures we meet the needs of those we serve.

ORGANIZATIONAL EXCELLENCE

STRATEGIC GROWTH

INNOVATIVE LEADERSHIP

COMMUNITY ENGAGEMENT

MISSION:

Creating Caring Communities through:

Inspiring Leadership
Responsive Service
Innovative Programs
Life-Affirming Relationships
Exceptional People

OUR VISION:

Bethany is Alberta's faith-based leader in advocating for seniors, and excels in providing holistic care, housing and support for seniors and adults with disabilities.

OUR VALUES:

We care.
We show respect.
We are responsible.

MESSAGE FROM OUR PRESIDENT & CEO

This year's annual report introduces you to the "People of Bethany." Vision 2020, Bethany's strategic plan, is guiding us on our journey and helps us live into our mission of "creating caring communities."

This has been a remarkable year at Bethany. Our focus on service excellence has produced a number of exciting initiatives all ensuring that our residents, families, volunteers and staff have rewarding service experiences throughout the organization.

In the spring, we broke ground on our newest care center Bethany Riverview. Construction is well underway on this 210-bed dementia care center. We also celebrated our exciting partnership with the Rotary Clubs of Calgary. Through their generosity, Bethany Riverview will have a beautiful atrium for everyone to enjoy year-round.

In February, we welcomed the survey team from Accreditation Canada and celebrated our successful four-year accreditation status. This quality improvement process created opportunities for Bethany staff to demonstrate their commitment to those we serve. It was a wonderful team effort leading to an outcome we can all be proud of.

For the 10th consecutive year we were honored to be named an Alberta Top Employer. This would not be possible without the commitment of our staff, working together every day to deliver care and services to seniors and adults with disabilities in Alberta.

As I enter my fourth year as President & CEO of Bethany, I am proud of the many accomplishments over the past year and trust that we are honoring the legacy of our founders. It is a privilege to serve the "People of Bethany."

Sincerely,

Jennifer McCue



"This has been a remarkable year at Bethany. Our focus on service excellence has produced a number of exciting initiatives all ensuring that our residents, families, volunteers and staff have rewarding service experiences throughout the organization."

Jennifer McCue

BETHANY BOARD OF TRUSTEES



BEVERLEY KISSINGER
BOARD MEMBER



BOB OSNESS
BOARD MEMBER



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BOARD MEMBER



MARC JERRY
BOARD MEMBER



RON WOODWARD
2ND VICE CHAIR

EXECUTIVE LEADERSHIP TEAM



Left to Right

Lisa Watson, Vice President
People & Culture

Nancy Hughes, Vice President
& Chief Operating Officer

Jennifer McCue, President &
Chief Executive Officer

Alasdair Smith, Vice President
& Chief Financial Officer

Daranne Harris, Vice President
& Chief Mission Officer

Missing: **Melina Dharma-
Wardene**, Executive Lead,
Strategy Innovation & Corporate
Secretary

About Bethany

About

Bethany Staff Distribution

Care & Housing

ABOUT BETHANY

LOVING OUR NEIGHBOURS – THROUGH HOLISTIC CARE

Bethany is a faith-based, not-for-profit provider of seniors' services and affordable housing in communities throughout Central and Southern Alberta. We understand that the needs of seniors and adults with disabilities change throughout each stage of their life, and we make it our priority to offer appropriate, high-quality, holistic care, housing and support, for each and every stage.

For over 70 years Bethany has remained a strong and engaged voice for Alberta's seniors who believe that aging should be both embraced and celebrated. Thus, as our province's seniors population grows, so have we, responding to their needs, inspired by our legacy of faith, love and a passion to serve.



“My father is in a place like this in Winnipeg and I can't help him. I hope that if I'm doing something for other people, someone will do it for him.”

Shelley, Volunteer

899

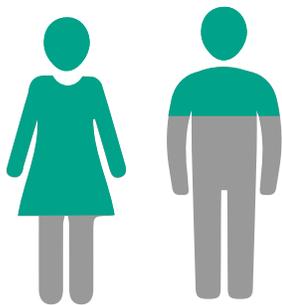
active volunteers donate 57,900+ hours annually

1,500

care-giving, support and management staff

Resident Population March 2017

81 Average age of all residents



62%
Female

38%
Male



31 Faith traditions



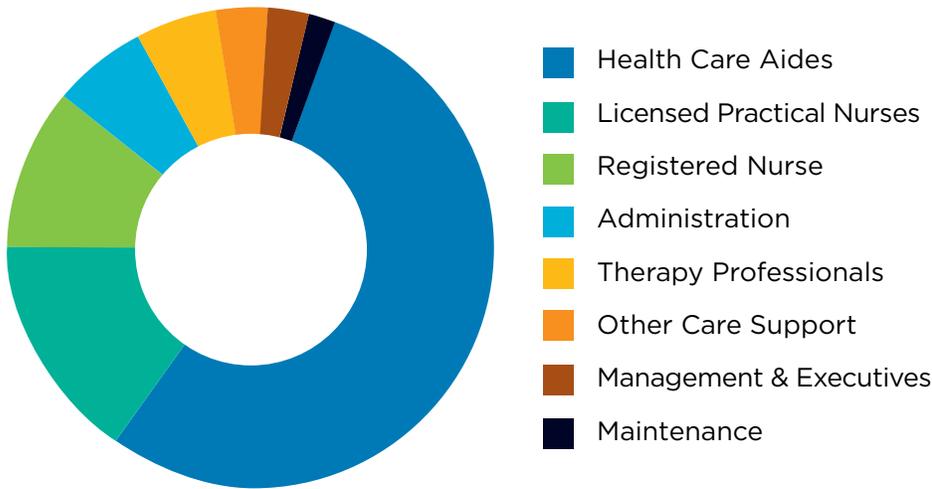
67% Have some form of dementia

10

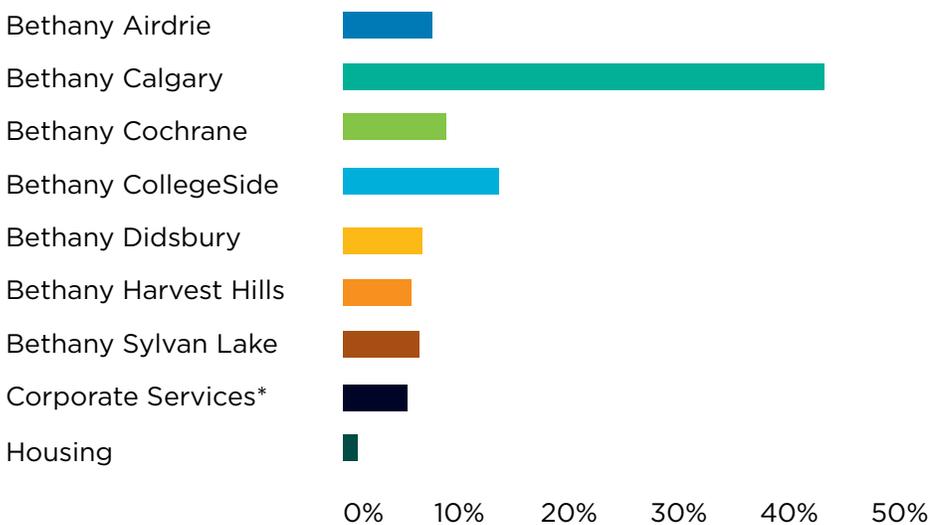
Residents who are 100 years or older

BETHANY STAFF DISTRIBUTION

Percentage of staff by job classification 2016/2017



Percentage of staff by location 2016/2017



*Including Pastoral Care and other services.

CARE & HOUSING

9 Locations

- Bethany Airdrie
- Bethany Calgary
- Bethany Cochrane
- Bethany CollegeSide
- Bethany Didsbury
- Bethany Harvest Hills
- Bethany Sylvan Lake
- Riverview Village
- Sundance on the Green

1,100+

Long-Term Care and Supportive Living Community residents

867

residents are in independent housing suites

Achievements

Organizational Excellence

Innovative Leadership

Strategic Growth

Community Engagement

ACHIEVEMENTS

ORGANIZATIONAL EXCELLENCE: OUR YEAR IN REVIEW

Accreditation 2017

In February of 2017, Bethany participated in an Accreditation Canada Survey that included a comprehensive self-assessment and on-site survey, examining our organizational governance, safety culture, leadership and clinical programs and services.

Bethany received a four-year accreditation and was recognized for our commitment to education and training and our ongoing focus on dementia care.

Surveyors applauded the collaborative nature of Bethany's partnerships with stakeholders, including: Alberta Health Services, Red Deer College, Health Quality Council of Alberta and Wing Kei Care Centre.

This year's survey and standards had an increased emphasis on resident and family engagement, which has been identified as an ongoing priority for Bethany as we continue to find better ways to serve our residents.

Accreditation Canada is a not-for-profit organization that sets standards for quality and safety in health care, and accredits health organizations in Canada and across the world.



“Our most prominent moment has been getting our new accreditation. We are an organization in transition, and we are taking it in a different direction and adopting more technology. I think achieving our accreditation was a feather in our cap.”

Candace, Board Member

ORGANIZATIONAL EXCELLENCE: OUR YEAR IN REVIEW

Our Dedication to Quality Improvement (QI)

Quality of care is the driving force behind everything we do, and we strive to involve stakeholders in determining how each experience can be improved.

To support this culture of continuous improvement, Bethany has implemented site-based Quality and Safety Committees. We believe that QI priorities, service planning, implementation and monitoring are best managed at the site level to ensure the best outcomes for our residents.

The alignment of Bethany's strategic priorities with the advancement of a continuous quality improvement culture is led by Bethany's Board of Directors, with oversight and leadership provided by the Quality Safety Ethics Committee of the Board.

Safety

Bethany's continuous improvement in safety performance has resulted in a reduction of lost time/ modified work required by our employees. This has increased our ability to always have the right staff focused on the right tasks, and ensures we continue to offer a healthy and safe place to work and reside.

Furthermore, as a long-time participant in Partners in Injury Reduction (PIR), a safety and injury reduction program jointly sponsored by the Workers' Compensation Board and the Department of Labour, Occupational Health and Safety, and as a holder of the PIR Certificate of Recognition, Bethany earned the maximum available rebate of 20 per cent for improved performance over the previous year.



“Every day I strive to provide my residents - my family away from home - with joy, fun, laughter, love and escape from their everyday worries and pain. I give them a chance to be young again, to feel alive. I hope when I reach a state where I am no longer able to take care of myself, someone would do that for me!”

Emily, Recreation Therapist

Resident / Family Engagement

Continuing care remains focused on supporting high-quality, ongoing engagement between residents and families in response to the Health Quality Council of Alberta (HQCA) survey feedback and in accordance with Accreditation Canada and Continuing Care Health Service Standards.

Bethany has Resident and Family Councils at each of our sites that meet monthly to engage residents and their families in the detailed evaluation and planning of services. Topics covered include the dining experience, fundraising priorities and review of clinical policies.

We're also working to better support families as their loved one comes into care. Several initiatives are underway to provide families with timely information, access to online information and new processes to reduce the day-of-admission paperwork.

Electronic Health Record

As part of our commitment to becoming paperless, Bethany has introduced clinical technology that has streamlined business processes and increased administrative efficiencies. This has allowed our staff to have more time for direct resident care.

We've expanded our use of the Point Click Care application. All staff now have email access and are equipped with electronic devices that range from handheld tablets to standalone kiosks.

Working closely with the Pharmacy provider at our Didsbury, Sylvan Lake and Collegeside sites, we've implemented E-Mar, allowing for electronic documentation of medication administration.

Service Excellence

Guided by Vision 2020, Bethany has launched a Service Excellence Program aimed at embedding service excellence in all that we do. Service standards will guide our interactions with residents, their families, volunteers and each other.

A performance management system and a leadership development program have been introduced. An employee recognition program will complement other employee-focused initiatives.



“I moved into Bethany just about two years ago. I didn’t want to live by myself anymore, and I really hate cooking for myself. I came over here and they do the cooking and the dishes!”

Margaret, Resident

Hospitality Service Improvements

In response to the feedback from the Health Quality Council of Alberta (HQCA) Long-Term Care Family Experience Survey Report (October 2015), Bethany developed a strategy to improve the resident experience related to hospitality services.

Together with our hospitality partner Aramark Canada, and using the feedback gathered from our Resident and Family Focus Groups, Bethany developed and implemented improved processes, staffing and service initiatives, including:

Flexible Breakfast: A new approach to meal service that offers more choice and flexibility, to ensure residents have a positive mealtime experience.

Attractive Serveware: We greatly improved the aesthetics of our meal service, which in turn, has resulted in greater dietary intake and reduced waste.

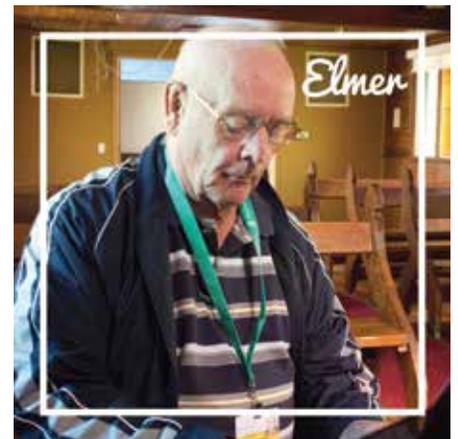
Director of Culinary Services: This individual provides oversight to the meal service process and engages with Residents and families on a regular basis in ongoing menu reviews and revisions.

Pastoral Care

Bethany chaplains exude a passion for nurturing the spiritual well-being of our residents, families, staff and volunteers. They respect the diversity of belief and practice within our community, and seek to understand what is important and meaningful in areas of spirituality and faith to best care for the whole person.

Alberta's Top Employer

Being consistently recognized as a top employer affirms that our employee-focused approach, including health benefits and continuing education, continues to attract people to Bethany.



“I volunteer by playing the piano in the chapel. I just want to help, give my talents and share my gifts with the people here. It’s so rewarding and you should hear the people sing. These people were raised and brought up in the same era as I was, singing these old hymns. They sing their hearts out. For me it’s just a wonderful thing. Sometimes it brings tears to my eyes.”

Elmer, Volunteer

INNOVATIVE LEADERSHIP: PAVING A PATH TO EXCELLENCE

LEADS – Leadership Development

As part of our commitment to leadership development Bethany has implemented the LEADS in a caring environment leadership framework.

- LEADS is the common leadership language across Canada.
 - LEADS provides a comprehensive approach to leadership development in the health sector.
 - LEADS has been implemented in many organizations across Canada.
-

Applied Research

Applied research is a key tool for Bethany in formulating best clinical practices for serving our residents, families and staff. As an example, Bethany, in partnership with the Alberta Health Services Seniors Health Network, remains committed to reducing the use of antipsychotic medication in our long-term care centres.

Over the last two years, Bethany sites have reported a 25 per cent improvement in the quality indicator measuring appropriate use of antipsychotic medication, and is proud to report that this decreased use has contributed to a significant improvement in our residents' quality of life. Bethany continues to actively pursue opportunities to advance the quality of care we offer our residents.

Continued on next page.



“We treat our seniors with complete respect. Management takes care of our needs, and we can take care of residents’ needs. I find that of all the places I have been, Bethany is the only one that fits my view on how people should be treated.”

Marianne, Registered Nurse

Applied Research

During this last year, Bethany partnered with the U of A on two major applied research projects to examine and further our understanding of person-centered approaches to dementia care.

Project 1: “Spreading and Sustaining the Decision Making Capacity Assessment Model: Development and evaluation of a DMCA model implementation and sustainability framework”

Participants: Bethany Airdrie and Bethany Calgary

This project, funded by the Network of Excellence in Seniors’ Health and Wellness, identified and established best-practice processes and structures supporting the identification and assessment of changes in decision-making capacity for residents in long-term care.

Project 2: “Managing Responsive Behaviours: Implementing and Evaluating a Capacity Building Process in Acute Care, Supportive Living and Long-Term Care”

Participants: Bethany Sylvan Lake and Bethany Colleside

This project, funded by the Network of Excellence in Seniors’ Health and Wellness, sought to identify strategies to enhance person-centered dementia care, and increase knowledge and support in managing responsive, aggressive behaviours by integrating the PIECES methodology into practice huddles and care team learning circles.



“It’s important to respect our residents’ dignity. They need us and I look forward to helping them, every day. Being around them has taught me to appreciate the small things in life. I often think about my mom and what she went through in India.”

Rekha, Health Care Aide

STRATEGIC GROWTH

Bethany Riverview

This spring, Minister of Seniors Lori Sigurdson, Associate Minister of Health Brandy Payne, and Mayor Naheed Nenshi joined members of the Board of Trustees in the groundbreaking for our newest care center: Bethany Riverview. This 210-bed dementia care center will be the next phase in the campus of care development at Riverview Village. Bethany Riverview is scheduled to open in 2018 and will include an indoor atrium made possible through a partnership with Rotary Clubs of Calgary.

Cochrane Redevelopment

A redevelopment plan for Bethany Cochrane was completed. This multiphase project will include affordable housing, market housing as well as replacement of the existing care center and the potential to add an additional 90 long-term care beds in the future.

The redevelopment of the Cochrane site will bring a campus of care to the town, supporting seniors to age in their community.

MDE/SCU Expansion

Since its inception in 1986, Bethany Calgary has successfully provided the Managing Dementia with Expertise/Special Care Unit (MDE/SCU) program to provide care for residents with complex dementia-related behaviors.

Given the significant need for complex dementia care in the Calgary Zone, Bethany Calgary approached Alberta Health Services about expanding the MDE program in an effort to address this need. In early 2016, a plan was developed to expand the program by an additional 27 beds — offering valuable treatment to those who would otherwise be on a waiting list.



“That’s five generations in Calgary. We have a picture of all of us. In fact, the picture was taken right here in Bethany.”

Diann, Resident

COMMUNITY ENGAGEMENT: A COMMUNITY FOCUSED ON PROVIDING FOR PEOPLE

Community Partnerships

Finding opportunities to collaborate with like-minded partners to improve life for seniors has been a primary focus for Bethany over the past year.

Some of our most rewarding accomplishments are the result of partnerships with the Health Quality Council of Alberta, Red Deer College, University of Calgary, SAIT, University of Alberta, Calgary Foundation, Wing Kei, Rotary Clubs of District 5360, Dementia Network, the Alberta Continuing Care Association, Christian Health Association of Alberta, Calgary's Metro Alliance for the Common Good, and a variety of local congregations and service clubs.



“I have such a great job. I get to meet volunteers and hear their stories. Finding out how they want to add to the community is what motivates me to be here. I find it intriguing, and I really love it.”

Shauna, Volunteer Coordinator

Telling Our Story

This year we worked to create a marketing strategy that would humanize the Bethany brand. Through numerous site visits to our various locations, we noticed a common thread: the stories told by staff members, volunteers and residents themselves personified the level of care and compassion that Bethany provides.

With this new strategy in mind, we redesigned the main website and launched walks-of-life.ca; a microsite focused on advocacy that encourages Albertans to reach out to their MLAs in support continuing care.

We also launched 'People of Bethany', a social media campaign focused on highlighting the people that live, work and volunteer at Bethany. The campaign was embraced both externally and internally as a culture builder, and became the inspiration for this year's Annual Report.

The returns from this marketing strategy have been outstanding, with our social media campaign producing the highest engagement in brand history (605 likes, 40 comments and 33 shares).

One such post featured George of Bethany Cochrane who spoke of his love for the Calgary Flames. When a staff member saw it, she was motivated to donate a ticket to him. This type of engagement shows how social media can simultaneously increase our external brand value and support our mission to create caring communities.

Advocacy

Bethany continues its advocacy for seniors and persons with disabilities. Through membership in industry associations like Alberta Continuing Care Association and Christian Health Association of Alberta we are able to work with like-minded operators to address issues faced by Alberta's seniors. Whether working for improved funding for long-term care, or evaluation of care models, we continue to live into our mission through this work.



"I like the Flames. Lanny McDonald was always my favourite; number 9. I have a poster of him on my wall. Go Flames!"

George, Resident

Bethany Care Foundation

About

Board of Directors



About

Enhancing the lives of residents and families every day, Bethany Care Foundation works with community donors to continually fund some of the residents' favourite, life-enriching programs, like music therapy and pastoral care.

Bethany Care Foundation worked closely with The Calgary Foundation this year for funding that supported the implementation of our Point of Care system, and with the Rotary Clubs of Calgary to help fund the building of the atrium at Bethany Riverview.

Estate and personal gifts are also important to Bethany. This year, an anonymous donation of \$47,000 significantly aided the development of a garden and pathway at Bethany CollegeSide.

Thanks go to all our donors whose generous contributions help make our valuable programs possible and enhance the lives of our residents and families every day!

Rotary Clubs have pledged more than \$600,000 to-date. This combined with other partnerships raised \$1m to build an atrium at Bethany Riverview.

Board of Directors

Board Chair, Susan Healy

Vice Chair, Leanne Demerais

Treasurer, Otto Silzer

Secretary, Jennifer McCue

Director, Aaron Potvin

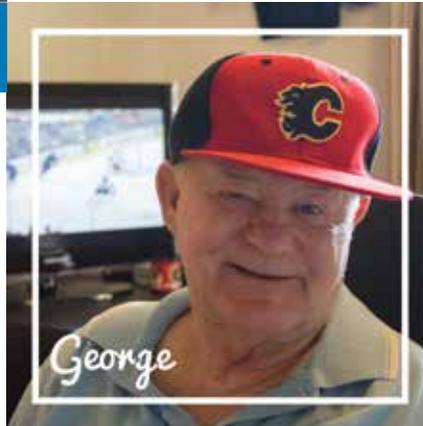
Director, Bob Osness

Director, Murray Fuerst



“I have admiration for our residents. Many people forget that seniors had lives before Bethany. They worked for many years and they built our communities. Each of them has a story.”

Jennifer, Bethany Care Foundation Senior Development Officer



Bethany Care Society

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