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BETTER WITH AGE





A Message from our Board Chair

I am full of pride to be associated with Bethany. Although none of us even considered that 2020 would be as unexpected as it has turned out, the leadership team was prepared and began implementing the pandemic plan in advance of the World Health Organization (WHO) announcement. The organization has done an outstanding job in executing the strategy to prioritize the safety of our residents, employees, volunteers, tenants and families.

It's been a very difficult time, and yet we've also seen incredible stories of resilience and kindness. Thank you to our residents,

tenants and families for your support and understanding, and to Bethany's leadership and employees, your courage and compassion are to be commended.

At the Board level, we will continue to advocate for seniors needing continuing care. The sector is now, unsurprisingly, in the spotlight, but with the challenges and ambiguity that this brings, there will be opportunities to explore. We will get through this together.

*Sincerely,
Madeleine King*

124

new hires
since
March 12

20%

increase in hires
from the same
period in 2019

124

virtual
orientation
sessions



A Message from our President and CEO

If you had told me at the beginning of 2020 that we would have the majority of our corporate team working from home and implemented entry restrictions at our sites, I would have had trouble believing it. This insert will give you a glimpse of the monumental work that has been achieved in a short period of time.

Our response has been nothing short of astonishing, and I'm so proud to be at the helm of this amazing organization leading our Heroes of Bethany into uncharted waters. The work we have done over the last 5 years, guided by Vision 2020, our strategic plan, ensured we were well-positioned and prepared to address the unique challenges of the pandemic.

I would like to thank all the incredible support we have received over the past year. We're in the business of *Creating Caring Communities*; however, it's our communities that have shown how much they care about us. From our elected officials advocating on our behalf, to members of the public donating gifts and sending messages to uplift the spirits of our employees, the encouragement we have received has truly moved me.

Finally, our residents and family members who have been unwavering in their support despite being asked to make heartbreaking sacrifices and experiencing painful loss – thank you.

Sincerely,
Jennifer McCue

Bethany Pandemic Statistics (as of June 12)

15

COVID-19
recoveries
(residents and
employees)

190

social media
stories

16,000

masks a week



Interview with Nancy Hughes, Vice President and COO

When did you realize the pandemic was about to impact your day-to-day life and work? What immediate actions did you take, and how ready was Bethany to adopt these actions?

We began having discussions with AHS in early January through our Owner/Operator forum about COVID-19 and the outbreak in Wuhan, China. At that time, we were given signals that a pandemic was imminent and to be sure, as contracted operators, that our pandemic plans were up to date. When the first case of COVID-19 was announced in Alberta on March 5, we knew it was time to activate our response and mobilize our Pandemic Response Team, which we did on March 6, 2020. We had a robust plan in place; we were prepared and ready to implement, so the activation of our response went very smoothly.

Can you tell me about your role as COO and VP of Operations, leading Bethany's pandemic response team?

My role is leading the day to day operational execution of the pandemic response. I have to ensure that we execute the orders of the Chief Medical Officer of Health (CMOH), and I provide oversight of the orchestration and coordination of Bethany's response. It is also my job to make sure our approach is consistent

across sites and business streams, and is balanced and measured. I'm fortunate enough to have had emergency response experience in my career, so although this pandemic and response is unique in many ways, having some background in this area has come in helpful.

What were the major challenges we faced as an organization, and how did we meet them head-on?

In the early days of our response, we were receiving an incredible amount of new information about the novel coronavirus as well as Public Health orders we were required to put in place to control the spread of this virus. Because of how serious this virus is within the seniors population, it was vital that we responded quickly and effectively in order to keep the virus at bay. In this type of situation, communication is vital – it has to be timely and accurate, and all interdependencies in the response must be understood. In order to ensure this, we quickly put communication structures in place to ensure the right stakeholders were interacting in a timely way. This came in the form of the Pandemic Response Team meetings (where all Bethany departments are represented) as well as regular touch points with Bethany site leaders, Housing leaders, AHS and the Ministry of Health.

"I am incredibly proud of the Pandemic Response Team and all of our caregivers at Bethany."

What do you think the residual impacts will be on business, the workplace, people and culture?

This is a hard question to answer because this experience has not only affected all of us, but has affected us all in different ways. I think this is a very important thing to recognize as we go forward. It will be critical that we listen to each other and meet people where they are at and provide them with the supports they need. Life will not look the same as it did “pre-COVID,” and it will be important that we are nimble and responsive to the “new normal.” I think this will require a lot of innovation and creativity as we go forward.

What will we have learned as an organization if we are to experience a second wave from COVID-19?

We are well prepared and well-positioned if we see a second wave of the virus. I believe this to be true for a few reasons. We have a solid Pandemic Plan (which we know from having to activate), our understanding of the novel Coronavirus and how it is transmitted has increased significantly, and our understanding of the Public Health measures required to contain spread are also much greater. We have a much better sense of how to respond at this

point and will likely be able to do so quickly and effectively. Finally, we have also learned a lot about the value of an integrated response.

Is there any message you would like to share with the pandemic response team and our caregivers?

I am incredibly proud of the Pandemic Response Team and all of our caregivers at Bethany. They tackled this significant challenge head-on and have worked diligently and tirelessly to contain the spread of this deadly virus. Everyone stepped up, and there was a real sense of “we are all in this together” from the very beginning, and this was demonstrated by the effectiveness of our response. It is an honour and a privilege to work alongside the People of Bethany.



A Message from our Bethany Care Foundation Board Chair

I am so proud to be Board Chair of the Bethany Care Foundation during a time when we're needed the most. The Board of the Bethany Care Foundation passed an extraordinary motion to quickly make funds available to help Bethany address the urgent needs of our workforce, residents and tenants brought on by COVID-19 and its drastic effects. The Foundation's Heroes Program provided meaningful support to caregivers, our "Heroes of Bethany," during the early days of the pandemic.

Foundation donors, or "Hero Helpers" as we began to call them, made it possible for Bethany to provide:

- Support to employees to navigate community and government relief programs
- Childcare assistance for our employees so they could continue working when community daycares were closed
- Transportation support when public transit became challenging and a source of anxiety for our caregivers
- Emergency grocery relief bags for caregivers whose household incomes were affected by layoffs
- Additional portable technology to enable our caregivers to support more virtual visits between families and residents
- Customizable banners and signage so that residents, families and employees could continue to celebrate special birthdays and anniversary dates
- Health and wellness gifts for our teams
- Encouraging signs and messages of support to greet and encourage our caregivers as they came to work

The success of this program has been overwhelming and we are grateful to all of you who have contributed to this important venture. We will be carefully deliberating how we honour this program and its legacy.

Sincerely,
Leanne Demerais

