



Bethany Care Society
2024 Annual Report

Steadfast Today for a Bold Tomorrow



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Steadfast Today for a Bold Tomorrow

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Cover // Residents find comfort and companionship through heartwarming pet therapy sessions.



About Bethany

Bethany Care Society (Bethany) is one of Western Canada's largest not-for-profit providers of care, housing, and community services for seniors and persons with disabilities.

For 79 years, Bethany has provided high-quality, person-centred care focused on the unique physical, emotional, and spiritual well-being of our residents and tenants. We create caring communities to support Albertans to age well.

Our Mission, Vision, and Values

Mission

Creating Caring Communities through:

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

Vision

Leading the transformation of Albertans aging well

Values

We Care
 We Show Respect
 We are Responsible
 We Embrace Diversity

Messages from the Board Chairs



Bethany Care Society Board of Trustees

As the Board Chair of Bethany Care Society, I'm honoured to reflect on our strategic milestones this year, particularly on Bethany's role as a collaborative partner in Alberta's ongoing transformation of continuing care.

Collaboration has been key as we work together to address the challenges of an aging population. We are grateful for Alberta Government's support for the Bethany Calgary redevelopment project, which will provide modernized care and amenities for over 400 residents.

Our strategic plan, "Focus 2025," continues to guide our work, emphasizing excellence, a sustainable future, and community engagement. Our annual report theme, "**Steadfast Today for a Bold Tomorrow,**" reflects our focus on stability, readiness, and foresight as we move into a new strategic planning cycle and begin construction on the new Bethany Calgary.

I extend my deepest appreciation to our dedicated employees, whose commitment to service excellence and innovation is at the heart of Bethany. To our outgoing Board of Trustees members, your contributions have been invaluable, and we thank you for your service.

As I look forward to my final year as Chair, I am energized by the opportunities ahead. The Board stands ready and enthusiastic to be brand ambassadors for Bethany, fulfilling our mission of creating caring communities.

A stylized, handwritten signature in blue ink that reads "Al".

Dr. Albert Kryski

Bethany Care Society, Board Chair



Bethany Care Foundation
Board of Directors

Bethany Care Foundation commemorated our 20th Anniversary this year, celebrating over \$20 million raised since our inception and setting the stage for our future endeavours.

This milestone marked a time to pause and thank all the individuals, organizations, and partners who have generously supported Bethany's work and mission over the past two decades. These efforts have facilitated the introduction of new programming, leading-edge technologies, and innovations in care that have profoundly impacted Albertans, helping them to age well.

In 2023-2024, the Foundation focused on capacity building, appointing an Executive Director, and planning a soon-to-be-launched capital campaign to support the Bethany Calgary redevelopment project. We also celebrated an increase in the number of first-time donors and giving levels, contributing to a more robust annual donations program.

Looking ahead, our priorities are clear: revitalizing the Bethany Care Foundation Board, initiating the capital campaign, and sustaining our annual fundraising program. These efforts are designed to ensure a bold future for Bethany, filled with hope, innovation, and continued impact.

Leanne

Leanne Demerais

Bethany Care Foundation, Board Chair

Message from the President & CEO



In a world still finding its footing post-pandemic, this year at Bethany was a year of resetting, of grounding ourselves in the principles that define us, all while preparing for an exciting, bold future.

We remained steadfast in our purpose of providing excellence in care and housing, guided by our strategic priorities as we adapted to the evolving needs of the people we serve.

We continued our efforts on the planned redevelopment of the Bethany Calgary site, an initiative that began in 2015. Our work included community outreach, building design, construction planning, and permit applications, laying the groundwork for a modernized care home that embraces the small homes concept in both design and operation. This will set the stage for future developments in our Airdrie and Cochrane communities—a truly exciting time for Bethany.

We appreciate the Government of Alberta's trust in us to lead the way in the transformation of continuing care in our province. We take our leadership responsibility in the sector seriously and look forward to continued collaboration with all levels of government, Alberta Health Services, and other partners.

Another highlight this year is the revitalization of our brand. We are building on the solid foundation of our mission, vision, and values to elevate our visibility in the community and reaffirm our strengths with a refreshed logo and messaging.

This year, we also focused on further strengthening our Service Excellence Program, introduced our Employee Journey framework, and experienced substantial growth in our volunteer program.

As we look ahead, our steadfast commitment to leadership in care and housing underscores our role in the continuing care landscape. Our initiatives, from modernization of our infrastructure to enhancing employee engagement, are designed to ensure that Bethany continues to live into our passion for excellence and innovation in care.

I want to express my deepest gratitude to those who call Bethany home, our family members, employees, and volunteers who are integral partners in our Bethany communities across southern Alberta. I am excited about the bright future that awaits us and look forward to continuing the journey together with you.



Jennifer McCue

Bethany Care Society, President & CEO

Bethany Care Society

Board of Trustees



Dr. Albert Kryski
BCS Board Chair



Lauren Andre, 1st Vice Chair
Committee Membership:
Strategic Planning
and Risk Management,
Community Relations



Louise Redmond, 2nd Vice Chair
Committee Membership:
Governance / CEO Oversight
and Nominations, Community
Relations, BCF Board Member



Judy Hanson, Secretary
Committee Membership:
Quality, Safety and Ethics



Fergal Duff, Board Member
Committee Membership:
Strategic Planning
and Risk Management



Dale R.C. Ebbert, Board Member
Committee Membership:
Governance / CEO
Oversight and Nominations



Ben Kormos, Board Member
Committee Membership:
Governance / CEO
Oversight and Nominations



Blake Lowden, Board Member
Committee Membership:
Strategic Planning
and Risk Management,
Community Relations



Ray Mack, Board Member
Committee Membership:
Governance / CEO Oversight
and Nominations, Finance & Audit,
BCS / BCF Investment



Salimah Pirbhai, Board Member
Committee Membership:
Quality, Safety and Ethics



Michael Thakkar, Board Member
Committee Membership:
Finance and Audit



Arlene Weidner, Board Member
Committee Membership:
Quality, Safety and Ethics,
Community Relations

Bethany Care Foundation

Board of Directors



Leanne Demerais
BCF Board Chair



Jennifer McCue
Director



Van Dafoe, Vice Chair
Committee Membership:
BCS / BCF Investment Committee,
BCS Strategic Planning and
Risk Management



Louise Redmond
Director



Susan Simpson
Treasurer-Secretary
Committee Membership:
Audit and Finance

Fundraising Impact 2023-2024

\$1,076,000
total raised

\$206,000
for therapies/
programming

\$158,000
for equipment and
capital purchases

\$712,000
for greatest needs
and special projects

Bethany Care Society

Executive Leadership Team



Jennifer McCue
President &
Chief Executive Officer



Nancy Hughes
Vice President &
Chief Operating Officer



Connie Young
Vice President, Corporate Services
& Chief Financial Officer



Stuart Jaggard
Vice President,
Special Projects



Dana Penner
Executive Director,
Clinical Operations



Steven Friesen
Executive Director,
Research & Innovation



Leslie Poon
Executive Director,
Finance



Cameron Barnes
Executive Director,
Human Resources



Amtul Siddiqui
Executive Director,
Bethany Care Foundation



Gail Urguhart
External Relations Advisor

Bethany by Numbers

About Bethany:

79 Years in Operation

2,000+

Albertans call Bethany home [age range 19-105]



2,100+

Employees



24,000

Volunteer Hours



516

Community Donors

11

Care Centres in Eight Communities

13

Seniors Affordable Housing Sites

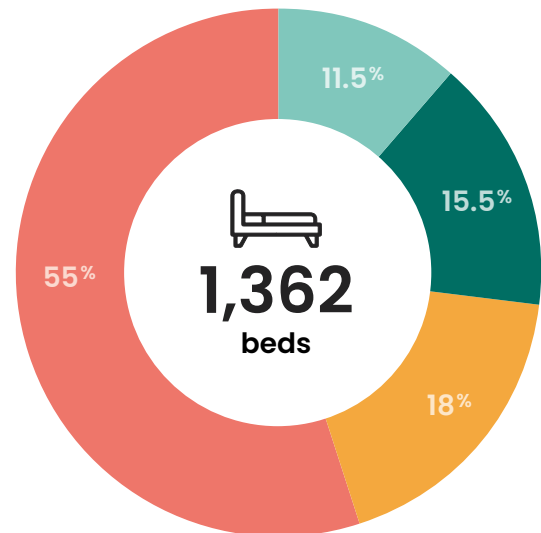
100+

Connections with Industry + Academic Partners

25+

Research & Innovation Projects

Bethany's Continuum of Care



- supportive living [159 beds]
- designated supportive living [213 beds]
- specialized programs / complex dementia care [245 beds]
- long-term care [745 beds]

Through a strategic partnership with Mountain View Seniors' Housing, Bethany also provides health care services for designated supportive living and home care residents in Didsbury, Olds, and Sundre.

84 Life Lease Units

855 Affordable Suites



Impact Stories

Bethany Calgary Redevelopment: Redefining Excellence in Care



Bethany Care Society is embarking on a redevelopment project that will see Bethany Calgary, a cornerstone of Bethany since its inception in 1945, replaced by a new 400+ bed care home built on the neighbouring site.

The redevelopment plan ensures uninterrupted care, allowing residents to remain in the current Bethany Calgary building until the new care home is completed in late 2027.

Jennifer McCue, President and CEO of Bethany, says: ***“Our vision for Bethany Calgary goes beyond bricks and mortar. It’s about creating a community where everyone receives the care they deserve in a setting that is not “home-like” but is home. This care home modernization is a pivotal step in our journey towards excellence in care, ensuring that we meet the evolving needs of our residents and set new standards for the future of continuing care.”***

The “new” Bethany Calgary will include single-room occupancy, with every resident having their own private room and bathroom. The design aligns with the Government of Alberta’s new design standards and is a testament to Bethany’s vision of leading the transformation of aging well.

The Government of Alberta has provided a \$114 million capital grant towards the cost of the redevelopment of Bethany Calgary. The Bethany Care Foundation will be undertaking a capital fundraising campaign for the project. A comprehensive communication plan is currently under development to ensure that both internal and external stakeholders are informed throughout the multi-year project.

The Bethany Calgary redevelopment project will transform how we deliver care and support to our residents. We are not just building a new care home; we are transforming how care will be provided, laying the foundation for a future where every individual can age well.

Bethany Supports Affordable Seniors Housing in Calgary

Amidst the ongoing housing crisis in Calgary and across Alberta, seniors are particularly affected by rising costs and limited options.

As a not-for-profit organization, Bethany fills a vital role in meeting this demand by offering affordable independent housing options for seniors in Calgary. With 13 properties citywide, Bethany owns

and operates five housing units while managing others on behalf of the Government of Alberta Seniors, Community, and Social Services and the Calgary Lions Housing Society.

Through partnerships with other stakeholders, including the City of Calgary, social and community services, and government agencies, Bethany works to help our tenants navigate the resources and services they require to thrive. They benefit from access to social workers, spiritual care, and referrals to community resources that help enhance their quality of life and promote continued independence.

Bethany remains steadfast in its commitment to providing affordable housing solutions for seniors. Working collaboratively with partners and stakeholders, we are laying the groundwork for a caring community where every older adult in Calgary has access to safe, affordable, and supportive housing options.



Above // Bethany tenants benefit from a wide range of additional services, such as access to social workers, spiritual care, and referrals to community resources.

Bethany Airdrie Collaborates with Alberta Health Services to Alleviate Pressure on Health System

On November 1, 2023, Alberta Health Services (AHS) and Bethany introduced a temporary Designated Supportive Living Program Level 4 (DSL4) at Bethany Airdrie to meet the urgent demand for supportive living accommodations in Airdrie and surrounding areas. This measure eased the burden on the healthcare system by adding care spaces for individuals who need support with their daily activities and medical needs.

Under the DSL4 program, residents receive round-the-clock care from a care team supervised by a licensed practical nurse, following a care plan developed by an AHS case manager. The care team, which includes healthcare aides, recreation therapy, a chaplain, and allied health staff (such as rehabilitation therapy and social work), works together to ensure residents receive holistic care tailored to their individual needs.

By offering these services in the familiar surroundings of their home community, residents can remain close to their family, friends, and existing support networks. This enhances their well-being and provides timely and appropriate care where needed most.



Above // Bethany residents participate in a wide range of activities, including balloon games, art therapy, bowling, aromatherapy, reading, gardening, and many more.

With a substantial waiting list for available DSL4 spaces, the 22 new spaces in Bethany Airdrie's temporary program are fully occupied.

"This collaboration with AHS allows us to provide individuals with the care they need when they need it, in a compassionate manner close to home," says Dana Penner, Executive Director of Clinical Operations at Bethany Care Society. ***"We consider it a privilege to continue to serve the Airdrie community by providing this much-needed new program."***



Strengthening
Communities
Through Fundraising
Partnerships

Donors to **Bethany Care Foundation** play a pivotal role in enhancing the quality of life for our Bethany residents and tenants.

Local Partnerships Enhance Quality of Life

Seniors residing at Bethany sites across rural Alberta are experiencing quality of life enhancements, thanks to collaborative efforts between local community partners and Bethany Care Foundation. Service clubs such as Lions, Rotary, and Royal Canadian Legion, community foundations, and small businesses are driving impactful projects that contribute to residents' well-being.

From constructing patios, pathways, and gazebos to supplying wheelchair-accessible swings or shower chairs, these initiatives address the practical day-to-day needs of residents, families, and community members in Airdrie, Cochrane, Didsbury, Red Deer, and Sylvan Lake. Jonathan Whaley, president of the Sylvan Lake District Lions Club, has been with the organization for over 25 years.

Says Whaley, ***“Supporting places like Bethany provides a profound sense of gratification, knowing that we’re making a tangible difference for those who need it most.”***

Left // Bethany aims to provide personalized care tailored to residents' needs, fostering connections and enhancing well-being in home-like surroundings.

Two Pharmacy: A Pillar of Community Support

In the heart of Cochrane, Alberta, Two Pharmacy is more than just a place for prescriptions—it serves as a beacon of health and wellness and a steadfast supporter of the local community.

As a family-owned business for over thirty years, Two Pharmacy stands apart through its dedication to giving back. Reid Kimmett (son of the original owners) and his partner Ian Kruger recognize the vital role of local businesses in fostering healthy communities.

Every month, through an innovative social program called “Community Roots,” Two Pharmacy allocates 1% of each transaction to various local organizations and causes. **From supporting seniors’ facilities like Bethany Care Society through Bethany Care Foundation to nurturing local sports teams or caring for individual families in need, Two Pharmacy’s contributions extend far beyond the confines of its storefront.**

“Through those donations, we hope to strengthen the roots of our entire community—making us all stronger, more resilient, and able to thrive,” says Kimmett.

Bethany Calgary Welcomes Wildfire Evacuees

On May 6, 2023, in a swift response to raging wildfires across the province, Alberta declared a state of emergency, leading to the evacuation orders and displacement of thousands. Among those affected were seniors, and many found refuge at Bethany Calgary, one of several care homes put on alert by Alberta Health Services (AHS).

On the evening of May 7, Bethany Calgary received thirteen evacuees with varying medical needs requiring immediate attention. Some arrived with only the clothes on their backs. Bethany Calgary collaborated with AHS to bring in extra care staff and mobilize care teams to ensure a smooth transition for the evacuees.

"We had to assess and adapt very quickly to get them beds, personal items, and the clinical equipment they needed—from walkers and wheelchairs to hand splints," says Jennifer Vance, Bethany Calgary's site administrator.

"Everyone stepped up and responded immediately and with open arms."

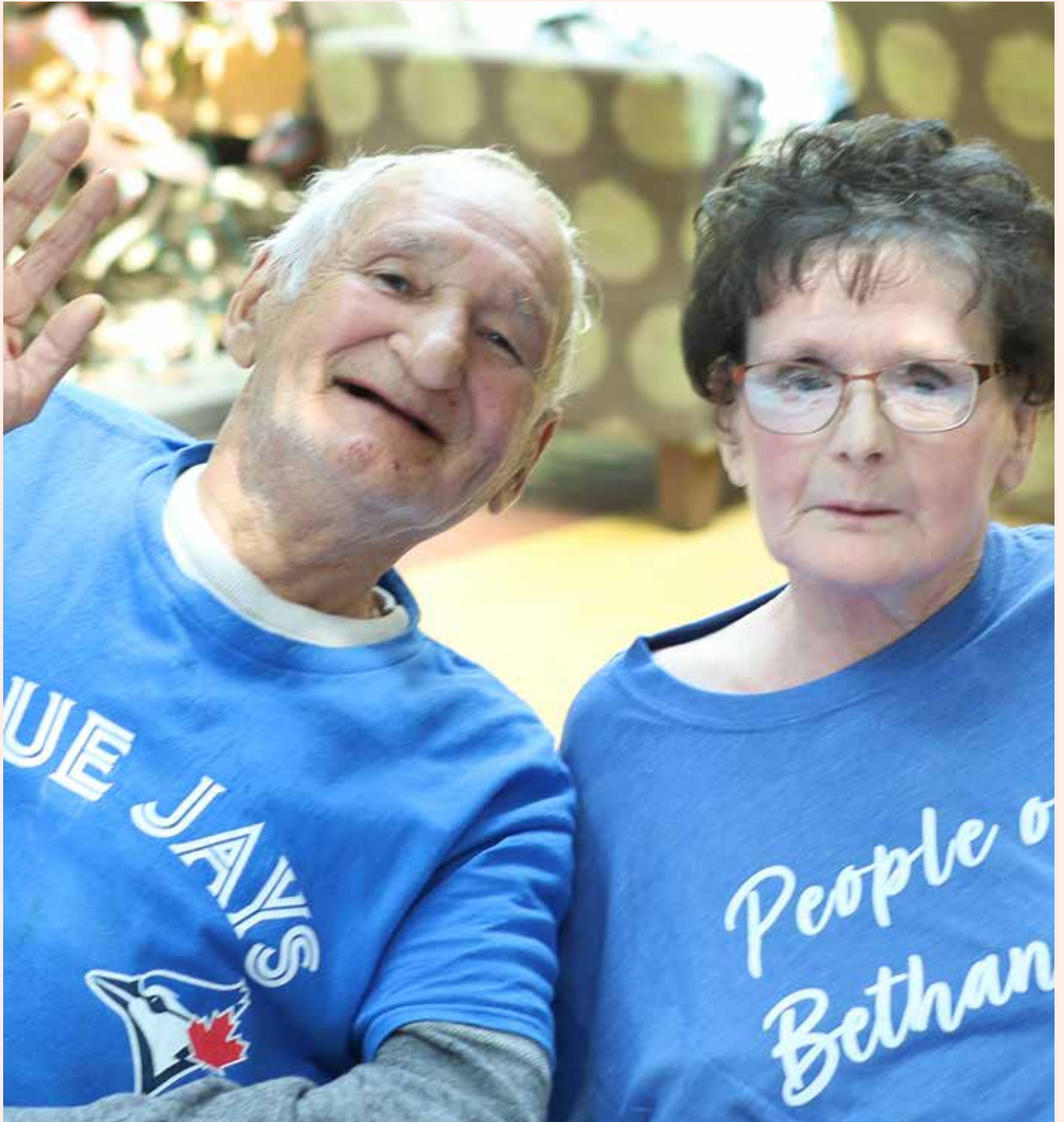
Evacuee Wendy Jannison said she was so glad she was brought to Bethany Calgary, *"Everyone here has been incredible; I was treated like a queen."*

As the initial evacuees returned home, a second alert emerged on August 18, 2023. This time, residents in Yellowknife and the surrounding areas faced evacuation due to wildfires. On August 17, Calgary activated a Municipal Emergency Plan, streamlining the process of accepting and accommodating displaced residents from the Northwest Territories.

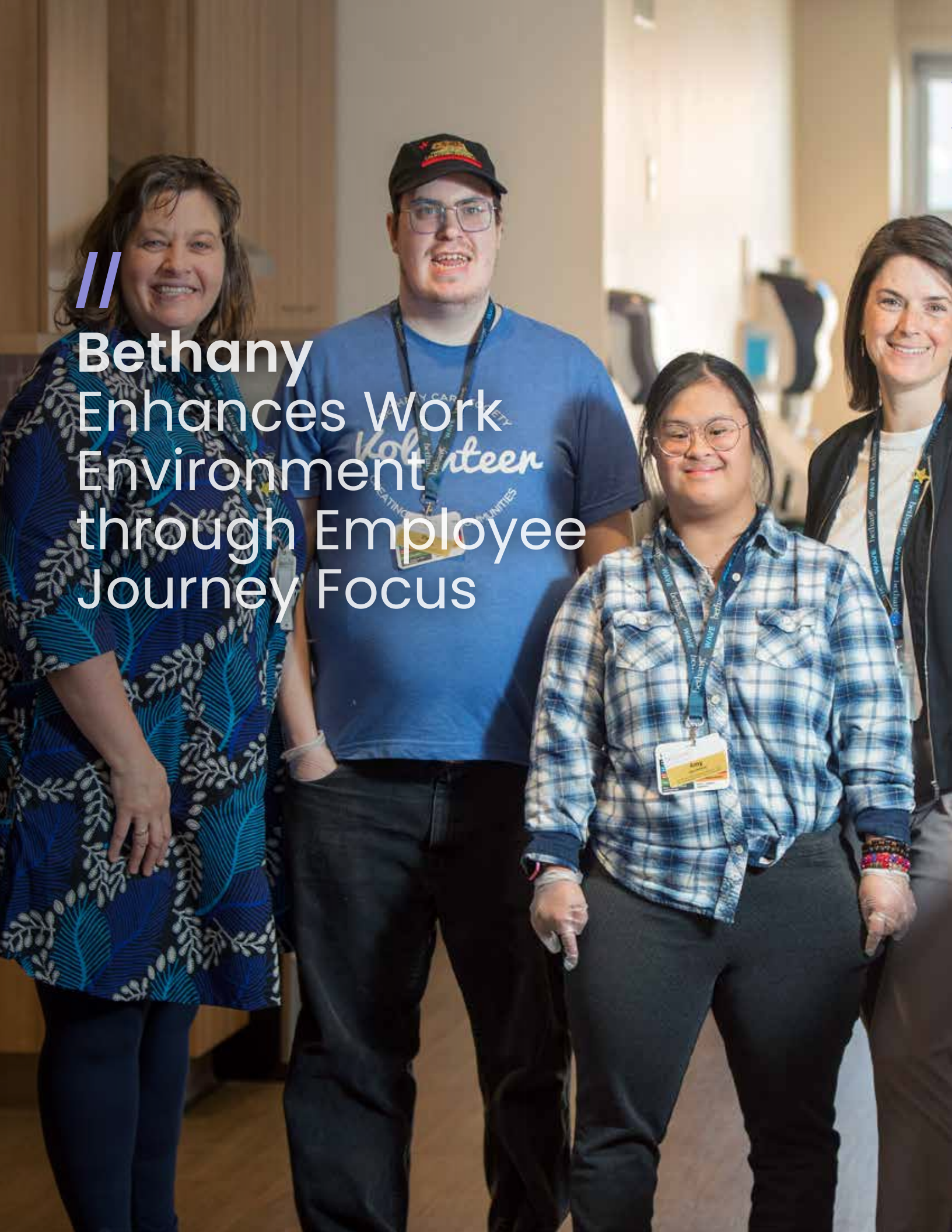
According to CBC, almost 70% of Northwest Territories residents were displaced, and AHS placed 55 individuals in continuing care homes, including Bethany.

Sharon ("Nana") Gibbs was one of the evacuees from northern Alberta who was transferred to Calgary via medivac plane. Safe at home after her summer in Calgary, Nana left a heartfelt message for the Bethany employees, expressing gratitude for the care received.

For Bethany Calgary, the evacuees continue to have a lasting impact on the employees and residents. Says Vance, *"They have become part of us, the People of Bethany."*



Above // Wildfire evacuees celebrated their last day at Bethany Calgary with old and new friends.



//

Bethany Enhances Work Environment through Employee Journey Focus

Bethany is taking steps to improve employee experiences, focusing on understanding and enhancing the employee journey.

Alberta's healthcare sector faces universal challenges in employee satisfaction and retention, underscoring the critical need for initiatives like Bethany's to address these issues.

"This year, we are actively working to ensure we remain a leading choice for individuals to establish and advance their careers," says Cam Barnes, Executive Director of Human Resources. "We're focused on shaping an intentional employee experience that encourages engagement and retention."

Bethany's employee journey framework is being designed to empower staff through each phase of their journey, from recruitment to onboarding, training, and recognition. Bethany will continue fine-tuning systems to prioritize employee well-being and growth by leveraging our learnings from internal employee satisfaction data and industry benchmarks.

Left // Our employees and volunteers continue to make a meaningful impact on the lives of those we serve.



Above // From recruitment to recognition, Bethany's employee journey framework is tailored to empower employees at every phase of their professional growth.

Says Barnes, ***"Our employees are the backbone of our organization. Their experiences matter deeply to us, and we are dedicated to ensuring they feel valued, supported, and fulfilled in their roles."***

Bethany's Commitment to Service Excellence

The Service Excellence Program at Bethany is designed to enhance employees' abilities, understanding, and attitudes through continuous training, guidance, performance evaluations, and recognition. The program is grounded in 12 Service Excellence standards, which range from Relationships and Respect to Safety, Communications, Greetings and First Impressions, and Teamwork.

As a crucial part of the employee journey, this program underpins Bethany's efforts to support its employees while also fostering a culture of exceptional service for all stakeholders involved with Bethany.

"Service Excellence is about enriching the quality of life for our residents and tenants," says Jennifer McCue, Bethany's President and CEO.



Above // Two of the welcoming faces that greet residents, employees, and visitors at Bethany.

"Acknowledging our dedication to Service Excellence holds significance; it's not just about what we say, it is our actions that leave true lasting impressions."

Through surveys and engagement tools, Bethany will continue to gauge employee, resident, and tenant satisfaction, reinforcing the imperative role of Service Excellence in achieving our mission.

Diversity, Equity, and Inclusion at Bethany

Bethany is dedicated to fostering a safe, respectful, and inclusive environment for everyone who calls Bethany home. We recognize the profound impact of Diversity, Equity, and Inclusion (DEI) on our workforce and communities.

Over the past year, guided by external experts, Bethany's leaders have worked to deepen their understanding of DEI, through an ongoing journey of reflection, change, and growth.

Moving forward, our leadership team will continue seeking expertise to enhance their DEI competencies and those of our employees and volunteers.

As we consider ways to strengthen Bethany's culture of diversity, equity, inclusion, and belonging, we will invite individuals and communities with lived experience to share their voices and perspectives with us to inform our path forward.

Volunteers Creating Caring Communities

At Bethany, volunteers hold a special place in the hearts of our residents, tenants, and employees. From exchanging stories, bringing pet visitors, and enjoying recreational pursuits to assisting with mealtimes and therapies, volunteers play a vital role in enhancing the resident and tenant experience.

Over the past year, our Bethany Volunteer Services team has flourished, welcoming nearly 300 new members to our community. A total of 678 passionate volunteers have collectively contributed over 24,000 hours of service, with some individuals dedicating over 250 hours alongside our staff to make a meaningful impact on the lives of those we serve.

“We are so grateful for the volunteers who freely offer their time, energy, and talents,” says Elaine Riddick, Bethany’s Manager of Volunteer Services. ***“They make a huge difference in the everyday lives of our residents.”***



Above // A volunteer spends much-needed one-on-one time with a Bethany Cochrane resident.

Partnerships with external volunteer service organizations like Chrysalis Society and Calgary’s Youth Volunteer Corps (YVC) also foster positive connections with seniors, individuals with disabilities, youth, and staff.

This year, our Bethany volunteer team was privileged to receive Chrysalis’ 2023 Community Partnership Award.

By regularly contributing their talents, our hard-working volunteers enhance the lives of residents while promoting inclusivity and mutual support in the community.



Elevating Spiritual Care at Bethany



With funding support from the Government of Alberta, **Bethany's** Advancing Spirituality in Palliative Care team has launched a learning initiative to reshape the perception of spirituality within continuing care.

The Advancing Spirituality in Palliative Care Learning Program is bridging the gap between theory and practice. It reinforces the significance of spirituality in improving residents' quality of life and encourages employees to incorporate spiritual care into everyday practice.

Steve Friesen, Executive Director for Research and Innovation at Bethany, says, "In person-centred holistic care, we need to look at every facet of the resident, including their spiritual dimension."

Traditionally equated to religious beliefs and practices, spirituality is redefined in this project as a facet of personhood, encompassing whatever brings meaning and purpose to an individual's life.

Spirituality can be lived out in many ways—how the person connects to self, others, creativity, nature, and something bigger, which may or may not include a higher power. Through this lens, spirituality can mean something different to everyone, and so does providing spiritual care.

"Our aim is to shift perspectives and increase staff awareness about the crucial role of spiritual care provision in person-centred care," Friesen explained.

"This endeavour will fundamentally alter how we deliver care in the future and serve as a model for others."

Spiritual care is no longer the sole responsibility of specialists; it is an interdisciplinary responsibility shared among the care team and an essential consideration in the everyday care of our residents.

Early results show increased staff awareness of broader spiritual health and their capacity to provide spiritual care using this approach.

Isleta Ricketts, Project Lead, Advancing Spirituality in Palliative Care, says, "We're observing a shift. Staff are actively discussing the spiritual needs of our residents, exploring what gives their lives meaning and purpose, and prompting deeper conversations about their identity."

This project was made possible with funding support from an Alberta Health Palliative and End-of-Life Care grant.

Left // Spirituality comes alive in many different ways, from connecting with others to feeling a sense of something bigger.

Bethany Partners to Establish Virtual Reality Training in Long-Term Care

Bethany Care Society and Kaleidoscope XR have spearheaded the development of a pioneering social learning platform that will enhance healthcare education and training through immersive virtual reality (VR).

Caregiver VR is a simulation platform that includes virtual dementia experiences to better prepare healthcare professionals and students for work in the continuing care landscape.

"We wanted to improve our dementia training programs but faced two key challenges: limited space for traditional sessions and the difficulty of releasing multiple healthcare workers from various sites across Alberta from their caregiving duties," explains Steve Friesen, Bethany's Executive Director for Research and Innovation.

Working in partnership with Kaleidoscope XR, Bethany created a more accessible and immersive training approach to accommodate our staff's busy schedules and ensure they receive the coaching and mentoring necessary for their roles.



Above // VR training provides firsthand insight into the complexities of caregiving through immersive simulations, helping to foster empathy and understanding.

With funding from Alberta Health for Palliative Care and End of Life initiatives, the Caregiver VR experience is helping trainees understand dementia symptoms like visual and auditory hallucinations.

"Bethany's innovative use of virtual reality training reflects our commitment to staying at the forefront of healthcare education and service delivery," says Friesen.

This initiative was made possible with the generous support of the Alberta Health Palliative and End-of-Life Care grant, provided by the Government of Alberta. For further details on this and other Bethany initiatives, please visit bethanyseniors.com.

If you are interested in donating to Bethany,
please contact the Bethany Care Foundation at
BCF@bethanyseiors.com or call 403.210.4600.



Learn more about supporting Bethany's mission of creating caring communities.

Bethany Care Society

100, 2915–26th Avenue SE Calgary, AB T2B 2W6
403.210.4600 or 1.888.410.4679

bethanyseniors.com



Bethany Care Society is located across Southern Alberta and acknowledges and pays tribute to the traditional territories of the peoples of Treaties 6 and 7. We express gratitude for the land we use and respect the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community.