

# PROGRESS 2030

**Building on  
Bethany's Legacy**

STRATEGIC PLAN 2026 – 2030

**bethany**  
creating caring communities®

Board approved on December 5, 2024

## VISION

Leading the transformation of Albertans aging well.

## MISSION

Creating Caring Communities

## VALUES

### WE CARE

We are a person-centred organization. Our care is rooted in compassion and kindness. We demonstrate the highest ethical standards in everything we do.

### WE SHOW RESPECT

We build strong, genuine relationships with our residents, our tenants and each other. We treat everyone with consideration, empathy and dignity.

### WE ARE RESPONSIBLE

We recognize the privilege and responsibility of providing care to others. We steward our resources carefully to ensure that we are accountable to those we serve and those that support our work as a not-for-profit society.

### WE EMBRACE DIVERSITY

As a faith-based organization, we honour the spiritual beliefs of every person we serve, those with faith traditions and those without. We are open and welcoming to all, knowing that we are made stronger by the diversity of our communities.

*Bethany Care Society operates on the traditional territories of the Indigenous Peoples of Treaty 7 and Treaty 6, which include the Nations of the Blackfoot Confederacy (Siksika, Kainai, Piikani), Îethka (Stoney) Nakoda (Chiniki, Bearspaw, Goodstoney), and Tsuut'ina Nation as well as the Cree, Dene, Blackfoot, Saulteaux and Nakota Sioux peoples. This land is also home to Calgary Nose Hill, Rockyview and Red Deer Métis Districts in the Battle River Territory of the Métis Nation of Alberta. We acknowledge the enduring presence and wisdom of Indigenous Peoples as stewards of these lands and are committed to a journey of truth, reconciliation, and building respectful partnerships as we work to create caring communities.*



## MESSAGE FROM BOARD CHAIR AND PRESIDENT & CEO

Bethany Care Society (Bethany) enters its 80th year in 2026, bringing a rich legacy of care and expertise to a rapidly changing healthcare landscape in Alberta.

Over the next five years, we will build on the progress of our past strategic plans. “Vision 2020” and “Focus 2025” established the strong underpinnings of caring, service excellence, and innovative programs that Bethany has become known for.

Together, we will honour the past and shape the future of continuing care in Alberta, ensuring Bethany’s legacy of care endures and creates value for generations to come.

**Dr. Al Kryski**

Board Chair

Board term: 2022-2025

**Jennifer McCue**

President & CEO

# Introduction

A changed operating environment, shaped by Alberta's new Continuing Care Act, the Facility Based Continuing Care Review and Recommendations Report, the Stronger Foundations Affordable Housing strategy, and four new provincial health agencies, will set the stage for our not-for-profit organization's work over the next five years.

Alberta is entering a period of unprecedented growth as the number of seniors who will require supports to age well in their communities increases. Bethany is well positioned, through our service offerings that include community-based services, housing, and care, to help meet expanding needs across the communities we serve.

A commitment to exceptional care, rooted in eight decades of experience, remains our priority. Growth to meet the anticipated demand is essential. We will take a deliberate approach to growth, ensuring that healthcare system capacity is maintained while we modernize our aged infrastructure.

Our modernization plans, beginning with the construction of a new care home on our Bethany Calgary site, will foster vibrant, person-centred care environments. We will continue to embed Bethany's campus of care philosophy across all our sites.

Achieving our mission of Creating Caring Communities is possible because of our people – the employees and volunteers who bring Bethany's values to life. We will continue to invest in leadership development and evolve our service excellence program. We are committed to learning from each other to foster an inclusive workplace culture that values every team member and their contributions to the work we are privileged to do every day.

Our history and expertise as a trusted provider will enable us to continue to make progress in achieving the very best care environments and service delivery models for the people we serve. We will leverage data and technology to enhance operational effectiveness. We will explore opportunities to generate additional revenue through social enterprise, philanthropy, and community partnerships. We will remain good stewards of our resources. All of this will increase our ability to remain a nimble and adaptive provider of services as the external environment continues to shift and change.

We invite you to join us on this important journey as Bethany continues to lead in the transformation of Albertans aging well.

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# Strategic Planning Framework

Bethany Care Society uses this framework to guide the strategic direction of the organization and monitor progress towards goals while managing risk. A PESTLE analysis is conducted annually to assess the political, economic, social, technological, legal, and environmental factors that may influence each year's business plan and enterprise risk assessment.



## Strategic Themes

**THEME 1**  
Striving for  
Everyday  
Excellence

**THEME 2**  
Positioning the  
Organization for  
a Sustainable  
Future

**THEME 3**  
Engaging with  
Our Communities

# Strategic Goals & Priorities

## GOAL 1: ELEVATE OUR COMMITMENT TO CARE

- 1.1** Evolve Bethany's Philosophy of Care and Services for a future-focused approach to quality of life for those who call Bethany home
- 1.2** Complete and operationalize Bethany Calgary
- 1.3** Continue to advance Bethany's Campus of Care philosophy across all sites
- 1.4** Adapt and maintain compliance with Alberta's new legislative framework for seniors care and services

## GOAL 2: INVEST IN OUR PEOPLE'S SUCCESS

- 2.1** Adapt and implement a leadership development strategy to strengthen the resilience of Bethany's workforce
- 2.2** Develop and implement a plan to foster an inclusive and respectful organizational culture
- 2.3** Assess and enhance Bethany's Service Excellence program, incorporating measures of its impact and effectiveness
- 2.4** Adapt Bethany's culture metrics program to reflect and respond to current workplace culture influences

## GOAL 3: AMPLIFY THE BETHANY BRAND

- 3.1** Update government relations strategy to support our advocacy on behalf of the Albertans we serve
- 3.2** Execute and evaluate our brand strategy to position Bethany as a provider of choice for employees, residents, tenants, families, funders and donors
- 3.3** Leverage high-impact strategic partnerships to expand Bethany's contributions to the communities we operate in
- 3.4** Share Bethany's expertise, data-informed learning, and impact stories more widely with our sector and the community at large

## GOAL 4: ENSURE ORGANIZATIONAL SUSTAINABILITY

- 4.1** Scale Bethany's philanthropy program through The Next Chapter Campaign for Bethany Calgary and other community fundraising initiatives
- 4.2** Advance Bethany's capital assets strategy and modernization plans
- 4.3** Establish a business development framework and strategy to support revenue diversification
- 4.4** Develop and evaluate options for Bethany Calgary Phase 2
- 4.5** Develop a master plan for technology and data utilization to optimize resource allocation and enhance operational effectiveness



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

**Bethany Care Society**

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care foundation