



# PROGRESS

IS OUR TRADITION

ANNUAL REPORT 25/26



**bethany**  
creating caring communities



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## 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 80 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.

### Vision

Leading the transformation of Albertans aging well.

### Mission

Creating Caring Communities®

### Values

- We Care
- We Show Respect
- We Are Responsible
- We Embrace Diversity

# **PROGRESS**

IS OUR TRADITION

For 80 years, Bethany has grown alongside the changing needs of Albertans, strengthening how care, housing, and community supports are delivered while remaining grounded in our mission of Creating Caring Communities®.

At Bethany, progress is our tradition. It is shaped by experience, guided by purpose, and reflected in how we continue to reimagine care for the future. As Alberta's population ages and care needs become more complex, we continue to lead the development of innovative, community-based models of continuing care.

This year's annual report reflects the momentum shaping Bethany today and the vision guiding what comes next as we continue leading the transformation of Albertans aging well.

# LEADERSHIP PERSPECTIVES

## Reflecting on progress and the path ahead

Progress comes from experience guided by purpose. In the following conversation, **Jennifer McCue**, Bethany Care Society President & CEO; **Fergal Duff**, Bethany Care Society Board Chair; and **Rev. Dr. Jean Morris**, Bethany Care Foundation Board Chair, share their perspectives on this year's accomplishments and what lies ahead for the communities we serve.

### As Bethany celebrates 80 years, what gives you the greatest sense of momentum as you reflect on this milestone?

**Jennifer:** What gives me the greatest sense of momentum is that our purpose has never been stronger. For 80 years, Bethany has adapted to meet the evolving needs of seniors and families, and today we are not standing still — we are actively redesigning care, investing in innovation, and positioning the organization for the next generation of aging in Alberta.

**Fergal:** Bethany is an industry leader in care, known for serving diverse needs with varied options and innovative approaches to care. This reputation inspires the whole organization; our history informs our vision, which guides our future.

The redevelopment of Bethany Calgary is the largest capital project in Bethany's 80-year history, and it sits at the perfect intersection of past and future. It is located at the birthplace of the organization, yet it signals how the organization continues to evolve to meet future needs.

Bethany's 80-year legacy pushes us forward and gives the Board the courage and confidence to evolve with the communities we serve

**Jean:** A generous spirit has given Bethany life and purpose for over 80 years, and it is what propels us into our future. From the beginning, a spirit of generosity moved the founders to commit their resources to making a vision of caring for seniors and persons with disabilities a reality.

Now, with a mission of Creating Caring Communities®, that generous spirit motivates residents to live together in communities across southern Alberta, equips a diverse and skilled staff to provide trusted care, and engages magnanimous donors and partners who give generously to provide life-enhancing programs and supports.

“The legacy of the past 80 years is something the Board carries with a strong sense of responsibility and a clear commitment to steward Bethany's mission into the future.”

—FERGAL DUFF, BOARD CHAIR, BETHANY CARE SOCIETY

### This year has marked important progress. How is Bethany translating strategy into meaningful impact for residents and families?

**Jennifer:** This year we reflected and restated our Philosophy of Caring with a focus on how we serve all who call Bethany home, whether they live in care, one of our housing sites, or access other Bethany services.



**Jennifer McCue**

Bethany Care Society  
President & CEO

**Fergal Duff**

Bethany Care Society  
Board Chair

**Rev. Dr. Jean Morris**

Bethany Care Foundation  
Board Chair

We advanced our Bethany Calgary redevelopment project and deepened our focus on quality and workforce stability. These actions are not abstract strategies – they are improving daily life for residents, supporting families, and strengthening our teams at work.

**Fergal:** Progress 2030 is an exceptional strategic plan. It guides everything that the Board does and focuses our efforts on the things that matter most. The Board has translated the strategy into SMART goals, and it continuously evaluates its own performance against these goals and the broader strategic objectives.

Over the last year, we have witnessed tremendous progress on the Bethany Calgary redevelopment project, which is generously funded through our partnership with the Government of Alberta, a valued relationship that has flourished through proactive advocacy.

The Board has also directed the careful examination and implementation of technology solutions that can improve operational efficiency. For example, the new Bethany Calgary will amplify our brand to reach current and new families, residents, partners, and employees.

**Jean:** Bethany's strategic vision to provide excellent quality of life for seniors is an essential ingredient for a healthy society.

Bethany Care Foundation is excited by the opportunity to engage the people of Calgary in the amazing prospect of the new Bethany Calgary. The extraordinarily beautiful plan for this site, and the exceptional kind of care it will provide, are truly remarkable. It is the next chapter in Bethany's story of innovation and transformation.

Philanthropy brings unique contributions by engaging many people in this project that will transform the lives of residents and the delivery of continuing care in Alberta.



### Looking ahead, what role will Bethany play in shaping the future of aging in Alberta?

**Jennifer:** Bethany's next chapter will be defined by our ability to modernize while remaining adaptable to the evolving expectations of future generations of seniors and their families.

Through Progress 2030, we are strengthening care environments, integrating technology that supports safer and more personalized care, and evolving workforce models so teams can focus more on residents and relationships.

At the same time, our business plan ensures we maintain operational sustainability and flexibility, allowing Bethany to continue adapting services and care models as demographics, health needs, and expectations change. This balance of innovation and adaptability will shape the future of Bethany.

**Fergal:** The future feels more urgent than ever. Over the next 20 years, the Government of Canada forecasts that Alberta's total population and working population will grow by around 30%, while its population of seniors will grow by over 60%.

The only thing keeping pace with this demographic change is the evolution of technology.

As an organization, we need to harness the force of technology while maintaining exceptional care and without losing the human connections and relationships that set us apart. I see Bethany as a key partner in a national conversation about how seniors and persons with disabilities are provided with inclusive, compassionate, and dignified support in the modern age.

“Together, we are helping Bethany respond to the growing and changing needs of continuing care while strengthening the sense of community that has always been at the heart of Bethany.”

—REV. DR. JEAN MORRIS, BOARD CHAIR,  
BETHANY CARE FOUNDATION

**Jean:** A generous spirit of giving is what expresses our mission and accelerates innovation. When people give of themselves and their resources because they believe in the cause, amazing things happen.

Bethany is a thought leader that partners with government and local communities to understand the present and emerging needs of seniors, creating public policies that are relevant and make a positive difference in the lives of Albertans.

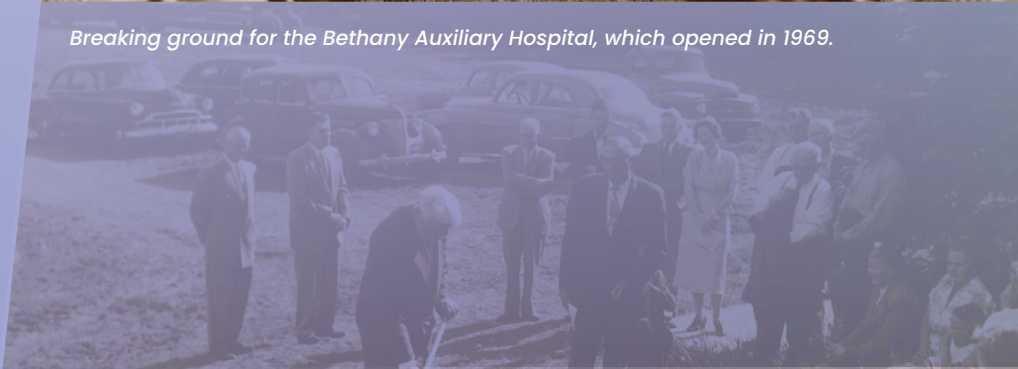
New forms of technology will continue to strengthen mission impact without displacing the relational and transformational aspects of care for which Bethany is known. The Foundation invites others to join us in enhancing care and supporting the diversity of expressions of aging well now and into the future.

PAST

# THE MOMENTUM OF 80



*Breaking ground for the Bethany Auxiliary Hospital, which opened in 1969.*



# A LEGACY OF CARE, COMMUNITY, AND PROGRESS

Rooted in a strong faith-based tradition of compassion and service, Bethany was founded in 1945 by five Lutheran community members who shared a belief that Albertans should be able to age with dignity, belonging, and respect.

From a single home in Calgary's inner city supporting 19 residents, Bethany has grown into one of Western Canada's largest not-for-profit providers of continuing care, seniors housing, and community services.

Over the past eight decades, Bethany has continually evolved in how care is delivered. Early approaches to integrated care have grown into today's Campus of Care model, bringing housing, services, and care together in ways that support independence, connection, and quality of life.

This growth reflects how Bethany's understanding of aging well has evolved over time, with a stronger focus on community, connection, and quality of life. That legacy continues to guide how we move forward as we strengthen care for every person who calls Bethany home.

*In 1946, Bethany Home opened to 19 residents.*



## Celebrating 80 Years of Bethany

In 2025, Bethany proudly marked 80 years of Creating Caring Communities® with celebrations held across our care homes and housing communities, bringing teams, residents, families, and partners together to honour this remarkable milestone.

On November 13, 2025, Bethany hosted a special anniversary reception at Bethany Riverview, welcoming employees, donors, Board members, community partners, and government representatives to celebrate eight decades of care, compassion, and leadership in Alberta’s continuing care sector.

The celebration reflected both Bethany’s legacy and the progress that continues to shape our future, including the innovations and advancements in care that have strengthened our communities over the years.

Thank you to everyone who has been part of Bethany’s story over the past 80 years and who continue to help shape what comes next.



## A Legacy of Care Timeline



**1945**

**Bethany begins in a home on the Riley Estate in Calgary,** founded by a small volunteer group from the Danish Evangelical Lutheran Church.



**1956**

Bethany admits our first patients to **Alberta’s first chronic care hospital**, marking an early step in specialized care.



**1969**

Bethany opens our **first auxiliary hospital**.

**1975**

Bethany becomes the **first in Alberta to offer three levels of care** under one roof: lodging, seniors’ care, and auxiliary hospital services.

**1984**

**Bethany Village opens** with 103 suites, expanding community-based living within a care environment.



**1985**

**The Lifeline Program launches**, providing 24-hour monitoring to support safety and independence for seniors.



### 1987

**Bethany Airdrie opens**, expanding care beyond Calgary into a growing regional community.

### 1988

**Bethany Cochrane opens**, extending care to rural and small urban communities.

### 1994

**Music Therapy is introduced**, becoming part of Bethany's approach to resident well-being and connection.

### 1999

Sundance on the Green, **Bethany's first life-lease community**, opens.

**Bethany Harvest Hills opens**, expanding care capacity in north Calgary and serving a growing population.

### 2003

**Bethany Sylvan Lake opens**, bringing Bethany's care model to Central Alberta communities.

### 2004

**Bethany CollegeSide opens** in partnership with David Thompson Health Region and Red Deer College, supporting intergenerational learning between students and residents.

### 2012

**Mikkelsen House opens at Riverview Village**, offering affordable housing for seniors and panoramic city and mountain views.

### 2014

**Bethany Didsbury opens**, strengthening rural care with a close-knit, community-focused home.

### 2017

Opening Minds through Art (OMA) is introduced, supporting **creativity, expression and connection for residents living with dementia**.

### 2018

**Bethany Riverview opens** as a purpose-built care home for people living with dementia and complex needs.

### 2020

"We Embrace Diversity" is formally added as a core value, reinforcing **Bethany's commitment to inclusive communities**.

### 2024

**Groundbreaking at the next Bethany Calgary**. The new care home is designed with 420 private rooms, neighbourhood-style living and spaces that support dignity and connection.



PRESENT

# *FROM STRATEGY TO IMPACT*



## Bethany Care Society

# BOARD OF TRUSTEES



**Fergal Duff**

Board Chair  
Committee Membership:  
Strategic Planning & Risk  
Management



**Ian Gunn**

Board Member  
Committee Membership:  
Finance & Audit



**Louise Redmond**

First Vice Chair  
Committee Membership:  
Governance/CEO Oversight  
& Nominations



**Ben Kormos**

Board Member  
Committee Membership:  
Governance/CEO Oversight  
& Nominations



**Dale R.C. Ebbert**

Secretary  
Committee Membership:  
Governance/CEO Oversight,  
& Nominations and Quality,  
Safety, & Ethics



**Blake Lowden**

Board Member  
Committee Membership: Strategic  
Planning & Risk Management



**Dr. Ted Braun**

Board Member  
Committee Membership:  
Strategic Planning & Risk Management



**Jennifer Lussier**

Board Member  
Committee Membership:  
Strategic Planning & Risk Management



**Rick Christiaanse**

Board Member  
Committee Membership: Strategic  
Planning & Risk Management



**Michael Thakkar**

Board Member  
Committee Membership:  
Finance & Audit



**Brenda Fischer**

Board Member  
Committee Membership:  
Quality, Safety, & Ethics

Bethany Care Foundation

# BOARD OF DIRECTORS



**Reverend Dr. Jean Morris**  
Board Chair



**Leanne Demerais**  
Past Chair



**Van Dafoe**  
Vice Chair



**Meenu Ahluwalia**  
Director



**Jennifer McCue**  
Director



**Alif Noorani**  
Director



**Louise Redmond**  
Director

Bethany Care Society

# EXECUTIVE LEADERSHIP TEAM



**Jennifer McCue**  
President & Chief  
Executive Officer



**Nancy Hughes**  
Vice President &  
Chief Operating Officer



**Rachael Golembuski**  
Vice President,  
Corporate Services  
& Chief Financial Officer



**Stuart Jaggard**  
Vice President,  
Special Projects



**Steven Friesen**  
Executive Director,  
Research & Innovation



**Dana Penner**  
Executive Director,  
Clinical Operations



**Amtul Siddiqui**  
Executive Director,  
Bethany Care Foundation

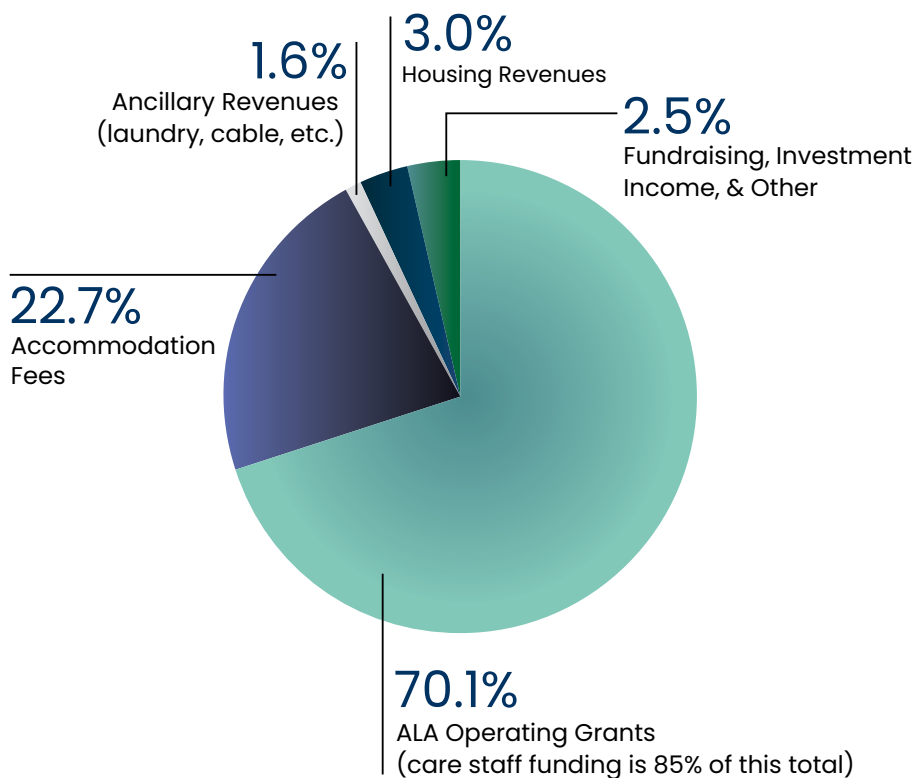
## Financials

# HIGHLIGHTS

April 1, 2025 – March 31, 2026

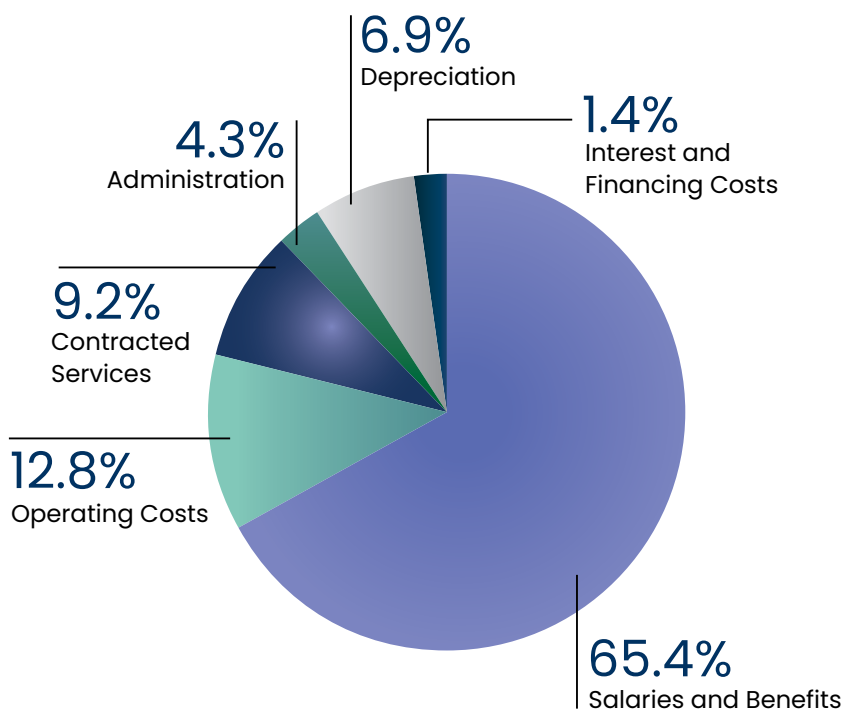
### SOURCES OF FUNDS

% of Total Revenues



### USE OF FUNDS

% of Total Expenses



# THE NEXT CHAPTER: BUILDING THE FUTURE OF CARE

In May 2025, Bethany Care Foundation officially launched *The Next Chapter* Capital Campaign, a \$20 million community effort in support of the redevelopment of Bethany Calgary and the future of continuing care in Alberta.

The campaign builds on the significant investment made by the Government of Alberta and reflects a shared commitment between government, donors, community partners, and supporters to create a modern, person-centred care home for future generations.

The launch brought together donors, community leaders, partners, Board members, and long-time supporters, marking an important milestone in Bethany’s vision for the future. Early leadership support included a transformational \$2.5 million gift from Aramark, as well as a leadership contribution from former Bethany Care Society Board Chair Dr. Al Kryski and Shellie Kryski.

Aging is a journey that touches every family. As the need for continuing care continues to grow, *The Next Chapter* reimagines how care is delivered, moving



beyond traditional models toward environments that support dignity, connection, and quality of life.

The next Bethany Calgary will reflect this vision through a small-home model, with private rooms, shared living spaces, and welcoming spaces designed to strengthen connection with family, volunteers, and the broader community. The campaign will help fund enrichment spaces, technology, gardens, and environments that enhance daily life.

**“It’s time to reimagine care for our loved ones, for ourselves, and for generations to come.**

**This is our opportunity to transform how care is delivered in Alberta and to build something extraordinary together,” said Campaign Co-Chairs Janet Annesley and John Osler.**

Led by strong community leadership, the campaign continues to build momentum across Calgary through philanthropy, corporate partnerships, and community relationships.

## COMMUNITY LEADERSHIP DRIVING MOMENTUM

*The Next Chapter* Campaign Cabinet brings together respected community leaders who share a commitment to shaping the future of care in Alberta.

**“When stories of hope and possibility for aging well are shared, hearts and minds are opened to imagining ways of support for residents in a state-of-the-art environment of care.”**

– REV. DR. JEAN MORRIS, BOARD CHAIR, BETHANY CARE FOUNDATION

## THE NEXT CHAPTER CAPITAL CAMPAIGN

### Campaign Co-Chairs:

Janet Annesley and John Osler

### Campaign Cabinet:

Grant Borbridge  
Sunny Delaney-Clark  
Dr. Albert Kryski  
Reverend Dr. Jean Morris

### Community Champions:

Pam Heard  
Kim Koss  
Robin Parsons  
Hunter Wight



# ANNUAL HIGHLIGHTS



## Investing in the Next Generation

In September, Bethany Care Foundation hosted its annual Scholarships and Awards Program at Bethany Riverview, recognizing 16 students for their academic achievement and commitment to careers in health care and related fields. Made possible through the generosity of donors, these awards help reduce financial barriers and support the next generation of professionals who will help shape the future of care, housing, and community services in Alberta.

The program includes the Bethany Care Founders' Bursary for children of Bethany employees pursuing full-time post-secondary education, as well as Bethany Care Foundation Scholarships for students enrolled in health care aide, nursing, health leadership, and allied health programs. Together, these awards reflect Bethany's commitment to strengthening the future workforce for our communities.

## Working Better Together

This year, Bethany strengthened the systems and tools that support our teams across the organization. A key milestone was the launch of Workday, Bethany's new people and workforce management platform, which streamlines day-to-day processes such as payroll, expenses, personal information updates, learning resources, and employee support.

Bethany continued our leadership development journey, rolling out LEADS in a Caring Environment across the organization. This nationally recognized leadership framework, developed by the Canadian College of Health Leaders (CCHL), was integrated into Skills Day and our ongoing development initiatives. LEADS provides a shared approach to leadership grounded in professionalism, accountability, teamwork, and care, reinforcing that leadership is demonstrated every day at every level of Bethany.



# FLO



## Improving Connection Through Accessible Technology

Through a partnership with Innerflo (The Flo Group), Bethany explored accessible hearing technology designed to reduce social isolation and improve communication for older adults. Residents and tenants participated directly in demonstrations and pilot sessions, providing feedback that helped inform the technology's use and refinement.



## A Partnership for Safety and Stability

Bethany and Unison are creating a coordinated response for seniors experiencing abuse. Through a formal partnership, Bethany provides safe, permanent housing for individuals transitioning from the Unison Abused Seniors Shelter, while Unison social workers continue to support each person through the transition and beyond. Together, the organizations are helping older adults move from crisis to long-term stability, safety, and dignity.



## Advancing Person-Centred Care Through Research

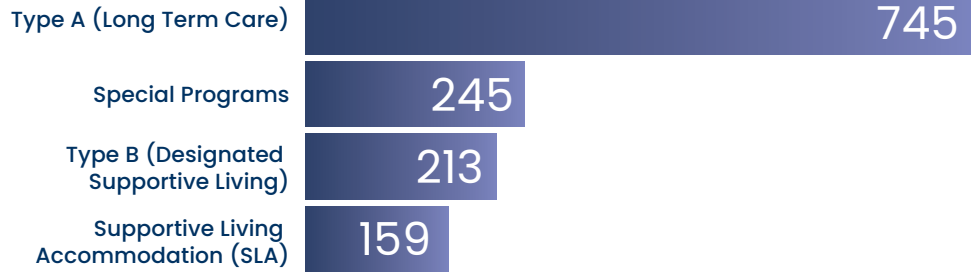
Bethany continued our national leadership in research-informed care through our collaboration with Bruyère Health Research Institute on the RESPECT project, a multi-year initiative supporting earlier, more meaningful palliative and end-of-life conversations in long-term care.

As a key Alberta implementation partner, Bethany helped pilot tools that strengthen person-centred decision-making for residents and families while also securing additional funding to enhance caregiver engagement and support.

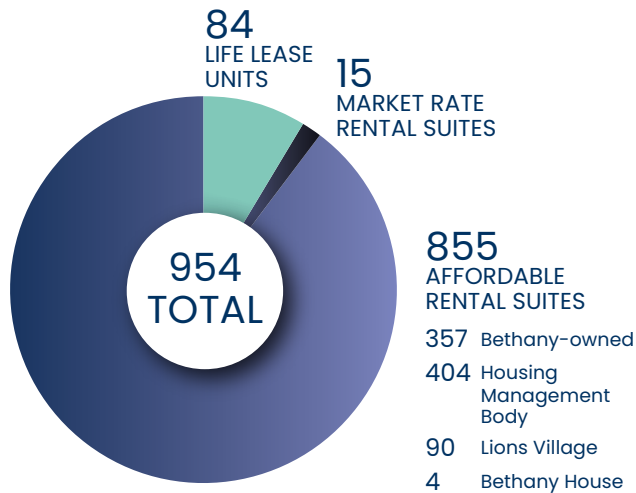
# BETHANY BY THE NUMBERS

June 2025 – May 31, 2026

## Beds

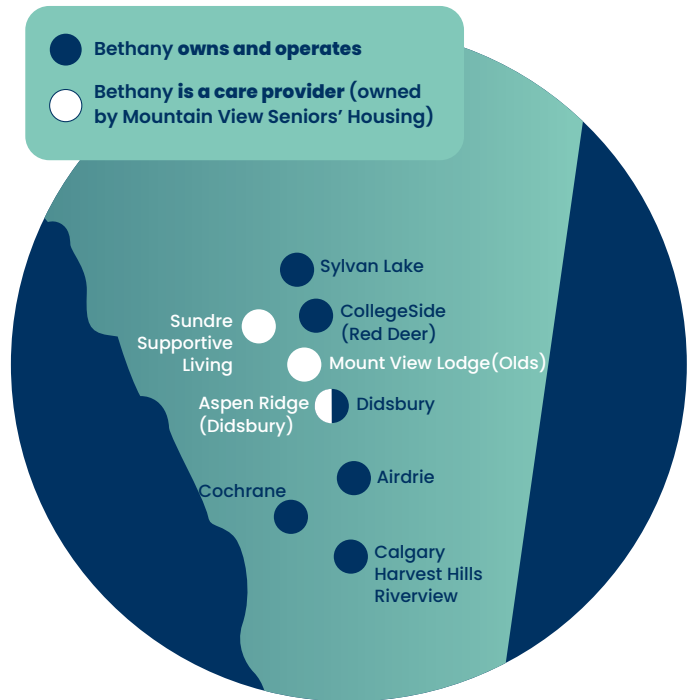


## Housing



- 14 AFFORDABLE SENIORS HOUSING SITES
- 1 LIFE LEASE BUILDING

## Our Centres & Communities

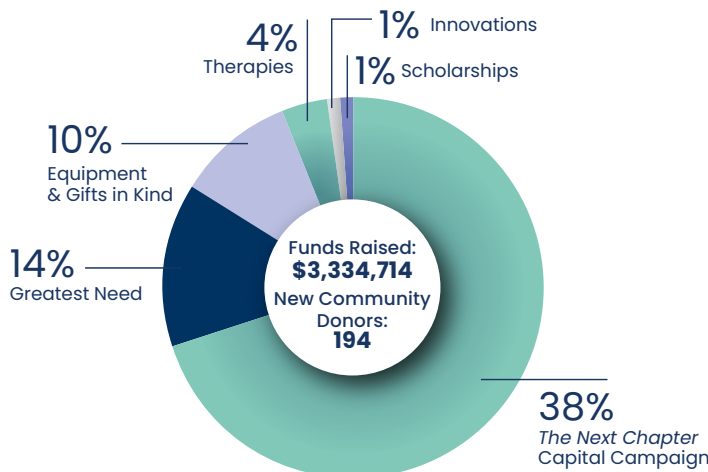


11 CARE CENTRES IN 8 COMMUNITIES

4 ADULT DAY SUPPORT PROGRAMS:

- 2 operated by AHS
- 1 operated by Club 36
- 1 operated by Bethany

## How Foundation Funds Are Used



**Volunteers: 794**  
**VOLUNTEER HOURS: 32,931**

**Employees: 1996**

FUTURE

# ***BUILDING*** ***WHAT'S*** ***NEXT***



# PROGRESS 2030: A CLEAR PATH FORWARD

*Progress 2030* sets a clear and disciplined direction for Bethany’s future. As our five-year strategic plan, it establishes the priorities that will guide the organization through a period of significant change in the continuing care sector, ensuring we remain focused on what matters most to the people and communities we serve.

This year marks the first year of implementation. Across Bethany, work is already underway to translate strategy into action by aligning resources, strengthening operations, and advancing initiatives that support both immediate needs and long-term impact.

Bethany’s 2025–2027 business plan aligns resources, timelines, and initiatives with the objectives of *Progress 2030*. This ensures that long-term strategy is not static but is actively shaping the work happening across our communities each day.

## 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



# PROGRESS 2030

Building on  
Bethany’s Legacy

STRATEGIC PLAN 2026 – 2030

## Advancing Strategic Priorities

*Progress 2030* is built around four strategic goals that reflect both Bethany's strengths and the changing needs of the continuing care system.

### GOAL 1: ELEVATE OUR COMMITMENT TO CARE

This year, Bethany completed our renewed Philosophy of Caring, an important milestone in advancing a future-focused approach to quality of life for those who call Bethany home. The Philosophy reflects our commitment to person-centred care and shapes how we design environments, deliver services, and support meaningful daily experiences grounded in dignity, independence, and connection.

We are advancing our Campus of Care philosophy across our sites, supporting continuity of care and enabling residents to age within connected, supportive communities. We are adapting to Alberta's evolving legislative framework for continuing care, ensuring compliance while maintaining a strong focus on quality, safety, and the overall experience of those we serve.

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

Over the next two years, people-focused initiatives will align our workforce with Bethany's strategic priorities and ensure teams have the capacity, capability, and support needed to deliver high-quality care.

Key efforts include implementing a leadership development strategy that strengthens the resilience of our workforce. We are also adapting wellness initiatives and service excellence programs to better support our teams, reflecting our values of care, respect, and diversity.

### GOAL 3: AMPLIFY THE BETHANY BRAND

We are taking a more intentional approach to strengthening our voice and presence within the sector. This includes advancing government relations to support advocacy on behalf of the Albertans we serve while positioning Bethany as a provider of choice for residents, families, employees, and partners.

Strategic partnerships are central to this work, and we are expanding our contributions within the communities we serve while strengthening our ability to collaborate on shared priorities. At the same time, we continue to share our expertise, data-informed learning, and impact stories more broadly, contributing to sector-wide improvement and innovation.

### GOAL 4: ENSURE ORGANIZATIONAL SUSTAINABILITY

Long-term sustainability remains a critical priority. We are diversifying revenue streams, strengthening business frameworks, and investing in technology and data strategies that support operational effectiveness and innovation.

Philanthropy also plays a vital role. Through *The Next Chapter* Capital Campaign for Bethany Calgary and other community-based fundraising initiatives, we are building the resources needed to support both capital projects and enhancements to care environments.



***“Progress 2030*** is an exceptional strategic plan. It guides everything we do as a Board and keeps our focus on what matters most. We have translated the strategy into clear, measurable goals and continue to evaluate our performance against them to ensure meaningful progress.”

— FERGAL DUFF, BOARD CHAIR, BETHANY CARE SOCIETY

# STRATEGIC PARTNERSHIPS: ADVANCING CARE THROUGH COLLABORATION

We continue to build partnerships with organizations whose values align with our commitment to care, dignity, and aging well. These collaborations help strengthen the services and supports available within Bethany while also contributing to broader learning and innovation across Alberta’s continuing care sector.

By working alongside trusted partners, Bethany is helping advance new approaches to care, share knowledge, and support better outcomes for older adults and families across the province.



## Partnering for Innovation and Workforce Development with Red Deer Polytechnic

Our partnership with [Red Deer Polytechnic \(RDP\)](#) brings together education, applied research, and care to strengthen the future of continuing care.

Students across multiple health disciplines gain hands-on experience within Bethany communities, building skills and confidence while contributing directly to resident experience and quality of life.

Through Applied Research at RDP, students and faculty work alongside Bethany teams to co-design, test, and prototype solutions that respond to real-world needs. At Bethany CollegeSide, this includes developing assistive technologies that support daily living and well-being.

Recent summer student-funded and College and Community Social Innovation Fund (CCI) projects have generated evidence-based models, scalable practices, and innovations that enhance care, well-being, and workforce development.

## Extending Dementia Care Beyond Our Walls

Bethany Care Foundation is proud to support the development of Canada’s first dementia-inclusive park, the Martin Family Legacy Garden, as the Pathways Sponsor. Led by [Parks Foundation Calgary](#) and located adjacent to Bethany Riverview, this pioneering project creates an accessible space that fosters connection, well-being, and inclusion for individuals living with dementia and those who support them.

The park is a natural extension of Bethany’s expertise in dementia care and reflects the kind of thoughtful, inclusive investment that enhances quality of life, strengthens connection, and helps ensure people feel supported wherever they are on their journey.





## Advancing Transparency and Person-Centred Care Through Care Opinion

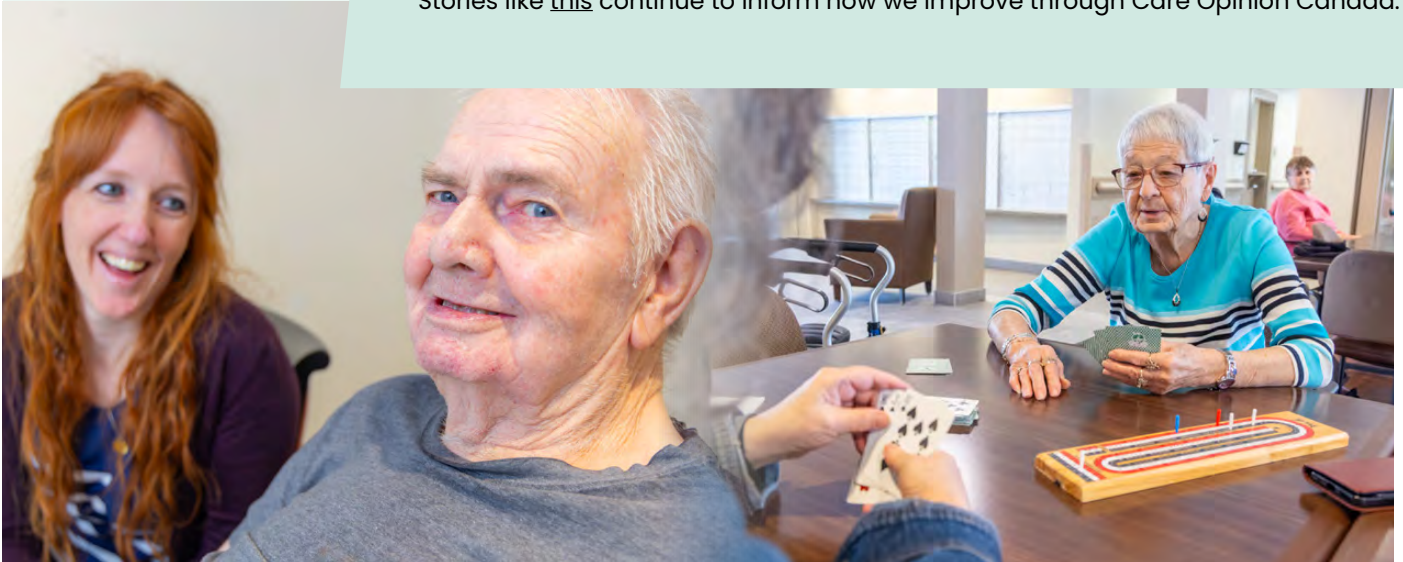
We continue to strengthen how we listen to residents and families through our work with [Care Opinion Canada](#). Bethany was the only Canadian continuing care provider invited to participate in the platform's early implementation in 2024–25, and this work has since expanded across our communities.

Care Opinion Canada provides a safe, independent platform where individuals can share honest feedback about their care experiences, creating a transparent process where stories lead to learning and visible change.

### A FAMILY REFLECTION FROM BETHANY RIVERVIEW

**“My husband had the privilege to live at Bethany Riverview LTC (long-term care). Many times the senior staff (activity, occupational, and others) would drop in to play... crazy eights with him... they made time. I absolutely feel it would never happen at another LTC facility with the care he received.”**

Stories like [this](#) continue to inform how we improve through Care Opinion Canada.



## Headversity: Supporting Workforce Wellbeing

Bethany's long-term partnership with [Headversity](#) reflects our commitment to supporting employee wellbeing and strengthening the overall employee experience. Through this partnership, employees have access to practical, skill-based tools that help build resilience, manage stress, and navigate everyday challenges at work and at home.

Delivered through a mobile app, these resources are available anytime, anywhere—providing flexible, accessible support that aligns with the realities of continuing care.

This work reinforces Bethany's role as a people-first employer while contributing to broader conversations across the sector on workforce resilience, wellbeing, and innovation in care environments.

# REIMAGINING CARE AT THE NEXT BETHANY CALGARY

As Alberta’s population ages and the need for continuing care grows, Bethany is helping to shape what the future of aging well can look like in our province.

The redevelopment of Bethany Calgary is the most significant capital project in Bethany’s history and a defining part of our future.

“This project reflects Bethany’s responsibility to lead at a time when the demand for continuing care is growing rapidly across Alberta,” says Fergal Duff, Board Chair, Bethany Care Society. “It honours our legacy while helping shape a new model of care for future generations.”

At the heart of the redevelopment is a vertical small-home model, where residents will live in neighbourhood-style homes within the larger building. Each neighbourhood will include 14 private suites with ensuite bathrooms, alongside shared kitchens, dining areas, and welcoming living spaces that support familiarity, comfort, and connection.

This approach reflects a shift away from traditional institutional care settings toward environments that feel more personal, relational, and home-like. The design has been intentionally shaped around how people want to age — with dignity, privacy, meaningful daily connection, and a continued sense of belonging.

“What makes this redevelopment unique is how intentionally it has been designed around the daily experience of residents,” said Nancy Hughes, Vice President and Chief Operating Officer, Bethany Care Society.

Beyond the resident neighbourhoods, the next Bethany Calgary will be a vibrant community hub. Shared spaces including a bistro, courtyards, gathering areas, art and music spaces, and enrichment rooms will create opportunities for residents, families, volunteers, and neighbours to come together.

These spaces are designed to support not only care, but quality of life.

“The future of continuing care must extend beyond clinical excellence. It must create environments where people continue to experience joy, purpose, and community,” said Jennifer McCue, President and CEO, Bethany Care Society.

Technology and modern infrastructure will also play an important role in the new home. Enhanced digital connectivity, future-ready care systems, and integrated technology solutions will support safer, more personalized care while allowing teams to focus on what matters most: relationships and the resident experience.

The redevelopment also reflects Bethany’s broader vision for the future of care in Alberta: one that combines innovation in design, workforce support, and person-centred models of care.

With construction progressing toward a planned late 2027 completion, the next Bethany Calgary will stand as a leading model of care brought to life.





## Strengthening the Campus of Care Model

Riverview Village reflects the Campus of Care model that continue to shape the future of care at Bethany.

By bringing housing, services, and care together in one connected community, the Campus of Care model supports people to remain in familiar surroundings as their needs change. It creates continuity for residents and families, while

strengthening relationships with care teams, neighbours, and the broader community.

At Riverview, this approach is already taking shape, with independent living, community-based supports, and continuing care located on one campus. Looking ahead, Bethany sees an opportunity to further strengthen this model through the potential

introduction of Type B Designated Supportive Living, helping to create a more complete range of housing and care options within the same community.

This future vision would support people to age in place and help keep spouses and partners close, even when their care needs differ.

## Enhancing Dementia Care Through Innovation

At Bethany Riverview, two Green Rooms are transforming how residents living with dementia experience care. These purpose-designed therapeutic spaces are created to support emotional well-being through immersive, sensory environments that feel familiar, calming, and engaging.

Developed through the Bethany Care Foundation and made possible by donor support, the Green Rooms reflect an evidence-informed approach that brings together design, sensory therapy, and person-centred care.

Each Green Room offers a distinct experience. The Forest Room surrounds residents with familiar Alberta landscapes, using natural imagery and sensory cues to create a calming, restorative environment. The Music Room provides a more expressive setting, where personalized music can help unlock memory, encourage movement, and support connection.

What sets these spaces apart is the level of intention behind their design. Hand-painted murals create depth and realism, while sound, lighting, and tactile elements work together to support emotional regulation and meaningful engagement.





## BUILDING THE DIGITAL FOUNDATION FOR THE FUTURE

As Bethany looks ahead, strengthening the systems that support care, people, and decision-making is a key part of delivering on our vision.

Over the past year, Bethany has advanced a clear roadmap for how technology and data can better support the organization by connecting systems, improving access to information, and creating more seamless experiences for employees across our sites. This work builds on a strong foundation and focuses on practical improvements that make a meaningful difference in daily operations.

The implementation of Workday in January 2026 marks an important step forward. By modernizing core systems, Bethany is simplifying processes and enabling teams to access the information they need more easily, reducing administrative burden and allowing more time to focus on residents, tenants, and families.

At its core, this work is about people. When systems are easier to use and information is more accessible, employees spend less time navigating processes and more time where it matters most. These changes help create a smoother, more connected experience across Bethany communities, strengthening both care and collaboration.

Looking ahead, the focus is on unlocking greater value from data and technology. This includes enhancing reporting and dashboards to support more informed decision-making, exploring opportunities for automation, and identifying where emerging tools such as AI can be applied in thoughtful, practical ways.

This forward-looking approach is also shaping the next Bethany Calgary. Planning is underway to introduce enhanced digital infrastructure, including improved connectivity throughout the care home. For residents, this means easier connection with family, entertainment, and the world around them. For care teams, it means having the tools and access needed to respond more effectively in the moment.

Together, these efforts are strengthening Bethany's ability to adapt, innovate, and lead, ensuring we are well positioned to meet the changing needs of those we serve, now and into the future.

#### **LAND ACKNOWLEDGMENT**

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.



**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](http://bethanyseniors.com)

**[Watch this video to learn about Bethany.](#)**