

2020 Outcomes Management Report

Living our mission: a review of our
goals and accomplishments in
2019/20



Bethesda
Faith. Service. Inclusion.

Contents

1	Performance Measurement and Management	1
1.1	Service Objectives	1
2	Services Profiles and Demographics	2
2.1	Admission and Exiting Services	3
3	Person-Centred Planning	4
3.1	Person-Centred Goal Plans	4
3.2	Accessibility Planning.....	5
4	Accreditation	6
5	Risk Management	6
5.1	Emergency Preparedness	7
5.2	External Inspections	9
5.3	Monitoring Reviews	9
5.4	Incidents and Occurrences.....	10
5.5	Safety Committees	11
5.6	Quality Improvement Measures	11
6	Human Resources.....	12
6.1	Demographics.....	13
6.2	Recruitment and Retention	13
6.3	Worker Health & Safety	15
6.4	Training	16
6.5	HR Software Build.....	16
6.6	Staff Satisfaction.....	17
7	Finance	18
8	Stakeholder Satisfaction	19
9	Strategic Plan	20
10	Governance.....	22
10.1	Board of Directors	22
10.2	Annual General Meeting.....	23
11	Community Collaborations.....	25
11.1	Agency Partners	25
11.2	Community Partners	26
12	Looking Ahead	27

Message from Jody Siebert, CEO

Living Our Mission As an expression of our Christian faith, we support and empower people with disabilities and their families, experiencing the joys and challenges of life together.



This year, more than ever, our mission has been lived out in creative and unprecedented ways as we have collectively had to navigate the COVID-19 Pandemic. These extraordinary times have required much of the people we support, their families, staff and caregivers. At the end of the 2019-2020 fiscal year we were already in full lock down as a community and as a service provider, practicing social and physical isolation to prevent the spread of COVID-19.

Our services became primary focused on essential 24/7 residential care. Congregate services, such as Community Inclusion and many Community Support services were suspended, leaving some of the people we support, families and Home Share providers without critical day support services. This added extra strain for everyone.



I would be remiss if I did not do a shout out to our staff who showed up at work every day to support people on the front lines, putting the health of the people we support above their own. I witnessed staff courageously and selflessly serve in an uncertain and fearful time. Because of them, the people we support were kept safe physically and emotionally during this time.

When you pass through the waters, I will be with you; and when you pass through the rivers, they will not sweep over you. When you walk through the fire, you will not be burned; the flames will not set you ablaze. Isaiah 43:2 NIV

I am excited to share this year's Outcome Management Report with you. You will see many of the statistics and outcomes from the 2019-2020 year, which give you an idea of the work that has been accomplished by an amazing team of employees.

We all know that it is essential to measure outcomes to remain accountable for the work we are entrusted with, but we also know that there are many things we cannot measure that truly make a difference in someone's life: enjoying the reciprocity of relationships, experiencing true belonging where you know deep in your soul that you are accepted for who you are, realizing you have a safety net where it is safe to grow and fail and get back up again, knowing there are people who have your back and deeply care for you. Above all,

'knowing with the heart' that you belong, you are essential to, and play a critical role in, the lives of others.

We are so grateful for our employees who are committed to thoughtful, creative and intentional support that empowers people to lead lives of great value in their communities. We are also privileged to have a skilled and engaged administrative and technical support team, Leadership team and Board of Directors who faithfully commit themselves to the service of others.

We are especially grateful for the opportunity to 'share life' with the people who choose our services. Bethesda exists to support people with diverse abilities and thrives in reciprocal relationships, inclusive communities, and lifestyles rooted in true belonging. We are only capable of thriving when we thrive together.

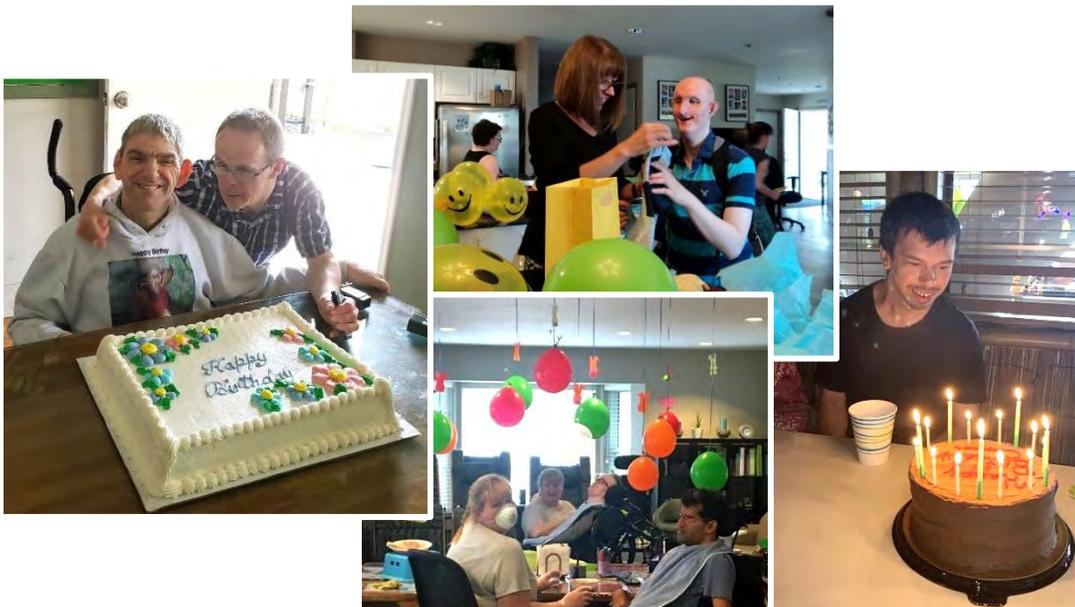
Grace & Peace,



Jody Siebert, CEO

In response to all He has done for us, let us outdo each other in being helpful and kind to each other and in doing good.

Hebrews 10:24 (TLB)



Birthdays and celebrations of life milestones are greatly anticipated occasions where people receiving our services can share with staff, family and friends.



1 Performance Measurement and Management

The Outcomes Management Report includes key outcomes from our Performance Measurement and Management Plan as well as other quality assurance outcomes and initiatives.

1.1 Service Objectives

In order to ensure that service-specific needs are considered, the Performance Measurement and Management Plan includes objectives that are specific to each accredited service that Bethesda provides (Community Inclusion, Employment, Home Share, Staffed Residential and Supported Independent Living). The objectives address effectiveness, efficiency, access and stakeholder input, and satisfaction of each service.

Last year, representatives from each of our accredited services identified objectives and annual targets in each of these 4 areas. The result is a list of 35 objectives in our 5 accredited services. For a full report on our 2019/2020 Service Objective planning, including annual targets and performance outcomes, click [here](#) or go to <https://bethesdabc.com/wp-content/uploads/2020/07/Service-Objectives-Annual-Report-2019-2020.pdf>

Below are examples of some objectives that were set in each of our services.

Effectiveness Objectives:

- People experience meaningful relationships and inclusion in community
- People have the opportunity to set and achieve personalized goals
- People receiving services feel safe emotionally and physically
- Successful job placements
- Home shares receive support of the Organization

Efficiency Objectives:

- Efficient data collection tools
- Opportunities for small group events to offer increased services within individually funded hours
- Caseloads are appropriate to funding levels

Service Access Objectives:

- Access to other services is provided to those who have requested and not been able to receive services
- Access to donation funding for individuals without CLBC funding

Stakeholder Input and Satisfaction Objectives

- People in services have choice and input into planning
- Persons served express overall satisfaction with services
- Family members express overall satisfaction with services

2 Services Profiles and Demographics

In the past year, Bethesda was blessed with the opportunity to provide a broad variety of services to approximately 291 participants with diverse abilities and their families throughout the province. Our mission of *supporting and empowering people with disabilities and their families, experiencing the joys and challenges of life together* is the core of who we are as an organization. It is our vision to see *people of all abilities belonging to communities where they are valued and empowered to share their essential God-given skills and abilities*. Each of the services that we offer takes us a step closer to fulfilling this vision.

Our supports include a variety of options that encourage independence while meeting each person's unique needs. We offer a broad spectrum of family support services, for people with diverse abilities, their families and caregivers, connecting them to the services they are seeking. Our services are available in regions throughout BC, but primarily in the Metro Vancouver/Fraser Valley and Southern Okanagan regions (see table below).

The number of people we supported in each area of service is shown in the table below. By numbers, the highest number of people received Family Support (118 people) and Community Inclusion (111 people) services. Many people receive more than one of our services, which leads to a total subscription of 458.

Bethesda services are offered primarily in the Metro Vancouver/Fraser Valley and southern Okanagan regions.

Bethesda Service	Participants	Region
Community Inclusion	111	Fraser Valley, Okanagan, Metro Vancouver
Employment	20	Fraser Valley
Family Support	118	Province-wide
Home share	46	Fraser Valley, Okanagan, Metro Vancouver
Intentional Community	15	Fraser Valley, Smithers
Respite	1	Fraser Valley, Metro Vancouver
Staffed Residential	78	Fraser Valley, Okanagan, Metro Vancouver
Summer Camps	39	Fraser Valley
Supported Independent Living	30	Fraser Valley
Total Participants	458	

Most of our services are funded on a per person basis through contracts negotiated with Community Living British Columbia (CLBC), the Ministry for Children and Family Development (MCFD) and/or the Ministry of Health. Donations raised through Bethesda campaigns and fundraising appeals make it possible to offer non-government funded services or to extend the reach of publicly funded services, including Family Support,

Supported Independent Living (SIL), Employment Services, and Summer Camps. Donation dollars also make it possible to offer services for a person or family who may not be eligible for government funded services. Our services are monitored by the Ministry of Health (MOH), the Commission on Accreditation for Rehabilitative Facilities (CARF), and other contracted inspectors.

SIL puts on events throughout the year for SIL participants. Often the events involve going somewhere like a sports or community event, tourist attraction, multi-day retreat or an activity such as bowling. In February, staff organized something a little different: an evening cooking class. The night of the class, people arrived at the Langley Day Service site where they learned to prepare and cook a chicken stir-fry from scratch. Then they all sat and enjoyed their meals together. Everyone got to go home with a frying pan, flipper, knife, cutting board and the stir-fry recipe. People were very positive about the class: “I can’t believe I cooked something that tasted so good” and “I can’t wait to use this at home” were a couple of the comments.



2.1 Admission and Exiting Services

In the past year, we welcomed 12 new people who chose to use one or more of Bethesda’s services. The top three requested services new people are using are Home Share (3 people), Community Inclusion (3) and Staffed Residential (2). We also saw 15 people leaving our services, including those who passed away: Isabel, Jessika, Leona, Melanie, and William, who departed this life to be with our Lord, but remain in our hearts.

The number of people in each of our service types is relatively stable. Small numbers of people entered (14) or left services (18). There is some lateral movement among our services with people who already receive our services, but the numbers are low.

Number of people entering or leaving each service	Staffed residential	0
	Home share	-4
	Intentional community	-1
	Community inclusion	-1
	Employment services	2
	Respite	0
	Supported Independent Living	1

For more information about Bethesda’s services, see <http://www.bethesdabc.com/services-main.html>

3 Person-Centred Planning

Person-Centred Planning is at the heart of supporting people with disabilities and their families. Person-Centred Planning asks, “What are the unique interests, gifts and abilities of each person?” by exploring what is important both *to* the person and *for* the person. Offering real choices is the result of listening carefully to each person.

Each person served has a Person-Centred Plan that is developed in collaboration with the person, their Circle of Support, and their key or primary support staff. This Plan describes the person’s unique history, activities and support preferences and sets forth objectives to promote the person’s quality of life.

The Plan may include the following areas:

- Care Plans
- Health Care Plans
- Behavioural Support Plans
- Personal Goals and Dreams
- Safety Plans

3.1 Person-Centred Goal Plans

Person-Centred Planning is designed to preserve the rights and freedoms of each person and to empower people to fulfill their aspirations in up to eight Quality of Life domains or areas:

- | | |
|--------------------------------------|---|
| 1 Emotional and spiritual well-being | 5 Physical well-being and mental health |
| 2 Interpersonal relationships | 6 Self-determination |
| 3 Material well-being | 7 Social inclusion |
| 4 Personal development | 8 Rights |

The process of Person-Centred Planning is illustrated in the graphic to the right. Together with their Circle of Support, each person establishes individualized goals to work on that correspond to relevant Quality of Life domains. Once goals are selected, measurable outcomes, supporting activities and strategies for achieving each goal are identified. Goal progress is reviewed quarterly, and goals are adjusted to reflect the person’s needs and preferences.

It is the person’s interests that drive the content and direction of related goals and activities. We encourage people who use our services to thrive in every area of their lives. Our staff play a key role in facilitating a person reaching their goals, choices and dreams.

This past year, 121 people participated in Person-Centred Planning. Combined, they set 269 goals for themselves in all eight Quality of Life domains. By the end of the year, people had achieved 44 of the goals with 178 goals still active.



Emotional and Spiritual Well-being	41
Interpersonal Relationships	41
Material Well-being	11
Personal Development	63
Physical Well-Being and Mental Health	56
Self-Determination	23
Social Inclusion	31
Rights	3
Total goals set	269

The number of goals in each Quality of Life domain that were set last year. Most of the goals were toward personal development and physical well-being and mental health.

Many of the goals set in Person-Centred Planning overlap several Quality of Life domains. For example, the goal of exercising with greater frequency would achieve gains in the Personal Development, Physical Well-being and Mental Health, Self Determination, and Social Inclusion domains.



Charlene has a volunteer job at “Hope for Children Thrift Store” in Abbotsford. She dusts the glass shelves and glassware to make them sparkle and shine, so they get purchased by shoppers. She is warmly greeted by the other staff and volunteers. Charlene loves her job. “Hope for Children” has many volunteers from within the Bethesda family – people we support, parents of supported individuals and church members.

3.2 Accessibility Planning

Bethesda’s Accessibility Plan identifies and plans, as much as possible, for the removal of barriers in the lives of the persons served. Barriers could include, but are not limited to:

- Architectural
- Attitudinal
- Communication
- Transportation
- Environmental
- Financial
- Employment
- Technology

In the past year, 15 formal Accessibility Plans were created to address barriers.

Architectural—6 plans

Communication—1 plan

Environmental—2 plans

Transportation—3 plans

Other—3 plans

In addition to the formal plans reported, barriers are addressed within a service area on an ongoing and as-needed basis.

4 Accreditation

In June 2018, Bethesda was awarded a 3-year re-accreditation through CARF. Accreditation is a “seal of approval” that indicates conformance to specific standards of quality in the delivery of services for persons served. CARF standards assure stakeholders and the public that Bethesda meets accepted standards in many areas including:

- Ensuring that services are “person-centred” with an emphasis on integrated and individualized approaches.
- Ensuring a process for a continuous quality improvement through the application of CARF standards.
- Management techniques that are cost-efficient, effective and based on outcomes for persons served.
- Ongoing development of safety practices and emergency plans and procedures that meet local, municipal and provincial standards.
- Effective Human Resources practices for recruitment, retention and ongoing professional growth and development for all employees.

Bethesda staff are currently reviewing standards and preparing for the next survey in Spring 2021.

For more information about accreditation please see www.bethesdabc.com/accreditation

5 Risk Management

Risk management at Bethesda involves identifying, assessing and mitigating risks to the health and safety of the people we support and staff throughout our operations.

As part of our ongoing commitment to the health and safety of each person supported and each staff member, we have developed a formalized risk management process. We maintain an agency risk register that tracks all potential health and safety risks. For each risk, there is a critical response to mitigate the risk. The Executive Team and Joint Occupational Health and Safety Committee review risks monthly to assess and determine appropriate follow-up. Most of the risks are addressed at this level. In addition, the Risk Management Team reviews agency risks, assesses trends, and develops corresponding

action plans to address areas of high risk. Recommendations from these reviews lead to changes in policy, staff training, and/or agency strategic initiatives. The Risk Management Team comprises representatives of the Executive Director Team and meets three times a year.

Some health and safety issues are first identified at the resource level. Occupational risks can be brought forward from our Safety Committees at each resource to the Joint Occupational Health and Safety Committee for assessment and follow-up. The Director Team also meets monthly to review any acute risks related to our Bethesda services.

Staff were engaged in collaborative work last year assessing and strengthening a wide variety of risk and safety procedures.



The main areas of risk management where we've been active in the past year are:

- Emergency preparedness, including COVID-19 pandemic planning
- External inspections
- Monitoring reviews
- Incidents and occurrences
- Safety committees
- Quality improvement measures

Outcomes from the past year on each of these topics are covered in the following sections.

5.1 Emergency Preparedness

The safety of persons receiving residential and community inclusion services is ensured by means of emergency preparedness plans that are specific to the location and needs of the person. These plans are updated annually. In addition to routine fire and earthquake drills, mock evacuations test the entire agency's ability to respond to severe weather, natural disasters, systems failure and other disruptions of service

5.1.1 COVID-19 Pandemic Planning

Bethesda's emergency preparedness was put to the test with the emergence of the coronavirus and the eventual declaration of the COVID-19 Pandemic in March 2020. Bethesda took immediate measures to respond to the coronavirus and mitigate the risks of outbreaks within Bethesda resources. These early measures included:

- Creation of an agency Pandemic Plan
- Development of Resource Preparedness Plans for each Bethesda site
- Daily debriefs with the Executive Director Team
- Development and regular updates to COVID-19 Resource Response Guidelines to provide direction in such areas as infection control, visitors, supplies, screening/illnesses of persons served and staffing measures
- Suspension of congregate services and redeployment of staff to essential residential services
- Regular check-ins with family members and caregivers impacted by suspension of services
- Frequent consultation with sector stakeholders, including CLBC, Licensing, the BCCEO network and the Community and Social Services Employer's Association (CSSEA)
- Compliance with Public Health and WorkSafe regulations and orders.
- Extensive efforts to obtain necessary supplies/Personal Protection Equipment (PPE) and creation of outbreak response kits
- Regular communications to persons served, families, staff and contracted caregivers



Bethesda leaders sent a zoom video message of gratitude and encouragement to support workers who were working during the early days of the pandemic, when uncertainty and anxiety was high. During the pandemic, video conferencing became prominent in our lives for maintaining communication. In addition to messages of support, it became our key mode of communicating in meetings. Many of the people we support began to use apps to stay connected with their friends, families and circle of support, church services and community inclusion activities.

5.2 External Inspections

Licensing inspections occurred in 13 of our licenced homes this past year. External inspections by qualified professionals also occurred in 12 unlicensed locations. In all licensed locations we received the lowest possible hazard rating on the scale, reflecting Bethesda's commitment to providing safe places for people with disabilities to live.

5.3 Monitoring Reviews

The following monitoring reviews occur to ensure that services meet service outcomes and performance expectations:

- Internal Reviews occur at all locations by a Director. These reviews evaluate selected indicators to ensure that expectations are met in such areas as:
 - Resource environment
 - Safety
 - Staffing
 - Person-Centred Support
 - Documentation
 - Financial Records
 - Leadership

Recommendations and action plans are established to ensure that areas requiring attention receive appropriate follow-up.

- Home Share Monitoring takes place on at least a quarterly basis for each Home Share. Through this process, Bethesda's Home Share Coordinators ensure that Home Share Providers meet all contractual obligations and standards of care.
- CLBC Monitoring visits occur on an annual basis at all CLBC-funded locations to ensure that Bethesda meets all relevant CLBC Standards.



Staff responsible for Home Share review our Home Share policies and procedures, making sure they reflect best practices.

5.4 Incidents and Occurrences

An important part of mitigating health and safety risk lies in planning and training in areas such as health care, positive behavioural supports, occupational health and safety and mental health challenges. Where needs are complex, professionals are brought in to create relevant plans and provide training to staff teams and caregivers. Bethesda is qualified to internally develop behavioural support plans and receives support from behaviour consultants to develop safety plans. In the past year, 12 behavioural support plans were either completed or were actively being developed. These support plans are important in reducing incidents and occurrences that happen throughout the year.

5.4.1 Critical Incidents and Unusual Occurrences – People Receiving Services

Bethesda keeps a record of all accidents, injuries, or unusual events that affect people receiving our services. Regulatory bodies, such as CLBC and Community Care Facilities Licencing, determine the requirements around reporting incidents. Other events are documented as 'Occurrences' and filed for our internal record keeping.

As the chart below shows, of the 152 Critical Incidents this past year, the majority (94 incidents) were behavioural incidents (i.e., aggression between people, aggressive/unusual behaviour). The majority of these incidents were for one person who received intensive supports through professional consultation, safety planning and staff training. A notable decreasing trend in incidents has already been seen towards the end of the reporting year due to these supports. The single report of abuse/neglect was related to an incident that did not involve Bethesda staff or caregivers. Other results are comparable to the previous year. The following is a summary of Critical Incidents in the past two years.

Type of Critical Incident	2019/20	2018/2019
Abuse/Neglect	1	0
Behavioural	94	54
Choking	1	1
Death	3	2
Fall	8	5
Missing/Wandering	1	1
Other Injury/Illness	42	48
Restraint	2	2
TOTAL	152	113

Bethesda also tracks Occurrences which are not reportable to regulatory bodies. Occurrences for people receiving services include unusual behaviours that do not cause harm, falls and injuries not requiring medical attention, and other occurrences of an unusual or non-critical nature.

5.4.2 Critical Incidents and Unusual Occurrence Reports for Resources

In addition to critical incidents and occurrences for people receiving services, Bethesda tracks reportable incidents and non-reportable occurrences related to resources, vehicles and non-employees. These include service delivery problems, motor vehicle accidents (damage to vehicle), occurrences involving non-employees and other incidents that impact the resource.

Type of Incident/Occurrence	2019/2020	2018/2019
Service Delivery Problem	2	2
Vehicle Accident	14	16
Other	40	57
TOTAL	56	56

The majority of incidents or occurrences impacting resources (40/56) were categorized as "Other." Most of these were occurrences of damage to Bethesda property.

5.5 Safety Committees

Each worksite has a Safety Committee consisting of an employer and worker representative. Safety Committees meet monthly to review safety-related issues such as incidents and occurrences, employee health and safety concerns, and risk assessments. The committee also completes quarterly worksite safety inspections and provides recommendations to the Executive Team for increasing health and safety in the workplace. The Joint Occupational Health and Safety Committee monitors completion of Safety Committee responsibilities and reviews any recommendations or other issues that impact the wider agency.

5.6 Quality Improvement Measures

Bethesda continues to take actions to improve processes for monitoring and responding to risks, including:

- Added questions about out-of-country criminal records to screening process for staff and contracted caregivers
- Developed communication tools to assist employees with the process for reporting incidents of violence/aggression and employee injuries
- Completed violence risk assessments at all resources
- Trained 2 new Mandt instructors to assist with access to trainings
- Redeveloped Occupational Health and Safety Program, including additional trainings and a new hybrid format for local and agency-wide (joint) worker representation.



Each year the Okanagan Bethesda Community in Kelowna and Penticton gathers to play an Ability Baseball game. This year, around 25 people came out to play at one of our local baseball diamonds. Rules are you have to be touching a wheelchair at all times when you are going to catch the ball. This year the Warriors won, but just by 1 point! We stayed for lunch and gathered around getting to know one another, laughing together and breaking bread. We are rich in relationship and all of us look forward to being together!



6 Human Resources

It was a busy year for Human Resources (HR) as we took on new initiatives as well as running administration for a staff of approximately 400. While our work force is stable overall (Section 6.1), we continue to press forward on new recruitment and retention initiatives (Section 6.2). To maintain connection with staff, we seek their input annually on how they experience their work. This year's satisfaction survey results are summarized in Section 6.2. Worker health and safety is an important part of HR. This year, HR updated our Health and Safety program with improvements to monitoring and reporting procedures (Sec 6.3). HR was also instrumental in responding to the COVID-19 pandemic (Sec 6.3). We also developed significant online training resources (Sec 6.4) which will improve accessibility for staff. One initiative that we initiated last year, was a complete upgrade to our human resources data management system (Sec 6.5).

6.1 Demographics

Measures of staff demographics at Bethesda from year to year show a mature and predominantly female workforce with an average of 8 years service (see the Staff Demographics table).

Staff Demographics	2019/20	2018/19	2017/18
Number of Staff	393	389	398
Average Age (yrs)	44.3	44.3	43.9
% Female	83	83	81
Average Years Service	8.32	8	8

There is a low turnover rate for permanent staff compared to casual staff (see Employee Status table). This stability in our permanent staff is reflected in the relatively high average number of years of service we see year after year, 8.3 years (see table above). In 2019/20, the turnover rates for both types were significantly lower than seen in past years. A 5.8% turnover rate is low for the sector; however, we are cautiously optimistic with this statistic, knowing that we have vacant positions from previous years that need to be filled.

Employee Status	2019/20	2018/19
Permanent (part/full-time)	5.8%	10.2%
Casual	13.7%	19.5%

6.2 Recruitment and Retention

A Recruitment Team was created in late 2018 to address staffing needs in general and specifically to address one of our recruitment challenges - a significant percentage of new hires resign within their first year. For example, in the past year, 27 of 89 new employees (30%) left within their first year.

The team's focus for 2019/20 was to complete an advertisement strategy, a recruitment event strategy, and a plan for engaging potential recruitment pools.

The Recruitment team revamped the advertising tools, updating them with the language and look of the new brand. We also increased the advertising outreach to include additional job boards, regular social media postings, and targeted Christian outlets: Christian magazines, churches and colleges. We set up a recruitment table at two Christian concerts in Abbotsford. A plan to initiate an intern program with a local Christian college was postponed by the COVID-19 pandemic. The team met regularly to assess the effectiveness of such efforts and adopted or modified them as needed.



In 2019/20, we took our recruiting to events in the community, including a job fair in Abbotsford and at concerts such as the Brian Doerksen concert and Calvin Dyck Christmas concert.

To help us reach our goal to increase staff retention, particularly among first-year hires, we launched an onboarding program with introductory training given in the first few weeks of work. New employees empowered with training are more likely to stay, leading to higher retention. The onboarding includes orientation, an introduction to Bethesda and Bethesda's Levels 1 and 2 training, which include an overview of the role, health and safety training, and a review of other key support topics. Skills training for support staff is available online for staff to access as they are able. This on-demand ability to access training avoids the situation where staff do not feel they are equipped with the skills to be effective in their job, or they miss in-person training session due to work-scheduling conflicts.

6.2.1 Staff Appreciation

Another area we targeted to improve the overall employee experience was to hold regional or local staff events. Due to the geographical range of our resources, we encouraged regions to host local staff events to build community and honour staff. This year we held a staff picnic in Chilliwack, a pool party for Provincial Office staff, and the September Parking Lot party held on the day of the AGM, that was open to anyone that could attend.

Last year was the first full year of our employee referral incentive program. 17 incentive rewards were awarded to 15 staff for referring candidates that were hired and passed their probationary period. Of the new hires last year, 24% were from employee referrals. This program is popular among staff and effective in attracting suitable applicants.

Overall, the increased recruitment and retention efforts of the past year yielded some success. We hired 89 employees last year and the turnover rate of both permanent and casual employees decreased significantly from 2018/19 (see the Employee Status table above). Although the turnover among the new recruits was high (30%), we were able to meet the staffing needs in most of our work sites. This year we struggled with recruitment in the Richmond, Chilliwack and Penticton areas. On a positive note, we restructured some of our leadership positions in Richmond and Penticton and hired effective leaders in these areas. Together with a targeted recruitment strategy, we are anticipating improvement in staffing stability in 2020.



The Chilliwack Leadership team held a pool party and BBQ for staff in the Chilliwack area to thank them for their care and commitment to those they support each day. They started the evening with a photo scavenger hunt, gave out some door prizes, had a BBQ, and swam and visited. It was such a great evening!



6.3 Worker Health & Safety

The goal of the Worker Health & Safety program is to avoid employee injuries on the job, promote employee well-being, minimize the need for staff to fill in for time off-work and avoid increases in WorkSafe BC premiums. In the past year, 13 employees sustained injuries that required time off work. Most of the injuries required only a brief recovery period.

In one of our initiatives this year, we assessed our policies and procedures to ensure compliance with WorkSafeBC requirements. As a result, we have formalized our health and safety procedures on each site. Our Worker Health and Safety reporting structure consists of Worker Health and Safety Representatives, one from each worksite, and an agency-wide Joint Occupational Health and Safety Committee, made up of 4 worker representatives and 2 employer representatives.

The Worker Health and Safety Representatives ensure formal inspections, monitoring and reporting are conducted regularly and consistently at all our workplaces. They also support the Managers with promoting safety in the workplace. They meet as a Safety Committee once a month and provide global concerns for the Joint Occupational Health and Safety Committee to review and take action as necessary.

Bethesda has also developed a new Occupational Health and Safety training program. Details are provided in section 6.4 below.

6.3.1 COVID-19

Towards the end of the fiscal year, the COVID-19 global pandemic hit, which required us to respond to ever-changing health and safety guidelines and protocols issued from the BC Ministry of Health and CLBC to reduce the risk of disease transmission. In the early days of the pandemic, the restrictions and protocols mostly centered around cleaning and hygiene procedures, wearing Personal Protective Equipment (PPE), following reporting procedures if symptoms appeared, and practices like self-isolating, physical distancing and stay at home measures.

Starting in mid-March, we closed our congregate services, i.e., Community Inclusion and Supported Independent Living sites. Most of the staff from these resources were able to be re-deployed to residential homes. In the homes, which were declared an “essential” service, we adopted the provincial health and safety guidelines. Most of our provincial office staff were set up to work from home.

We began preparing for a potential crisis in staffing, in case a significant number of staff became sick or were required to isolate. We had not reached that level of concern as of March 31st.

6.4 Training

Our Online Module Development Committee completed the work started in 2018 to develop a series of online training modules through Open Future Learning, a company that specializes in designing online courses that teaches skills for support workers. Two of the basic training courses: Bethesda Level 1 – Introduction to Your Role and Health and Safety; and Level 2 – Abuse Prevention, Professional Documentation, and Person-Centred Planning and Introduction) are now complete and available to staff. We will be designing and completing the third course (Level 3 – Medical Support Issues) in 2020. Plans are also underway to increase learning opportunities through online training in the future.

Bethesda completed a new Occupational Health and Safety (OHS) training program for Worker Health and Safety Representatives and Resource Managers. A new OHS module is also in development for training new staff, as well as for training current staff on an annual basis. Bethesda also redesigned the annual staff training program to incorporate new requirements and streamline the learning process. These changes took effect on April 1, 2020. We will be adding online training in other areas, such as health and safety.

6.5 HR Software Build

For a few years we have been aware that our payroll and human resources management information system did not meet our needs. We needed to digitize personnel files, but the existing software was not able to accommodate such a transition. In 2019/20 we contracted with a software development company that could customize their software system to enable us to integrate many more of our HR functions. The company worked closely with our HR, Payroll and Finance staff to design an integrated human resources management platform tailored to our specifications.

The software allows us to move to digital from paper, while providing secure data storage, thereby achieving our initial goal. It also provides us with a wide range of functionality that we didn't previously have including onboarding, recruiting and a portal through which staff can access communications and their personal information.

As of the beginning of 2020, the payroll and time entry functions were fully operational. The efficiencies achieved in administering payroll alone, using the new platform, has led to significant administrative savings per pay period. We look forward to having the remaining capabilities operational in the near future.

6.6 Staff Satisfaction

31% of Bethesda employees (121 respondents) completed the 2020 Employee Satisfaction Survey. Employees were asked to rank their agreement from Strongly Agree to Strongly Disagree to 19 statements covering 4 areas of staff satisfaction:

1. Workplace engagement
2. Bethesda's mission
3. Supervisor relationships
4. Confidence in job

Most of the staff responses indicated they were satisfied, measured by the percent of respondents that agreed or agreed strongly with the statements corresponding to each of the four areas in the survey.

Overall, staff responded positively to the statements they were asked to rate. We are encouraged to hear that most employees feel Bethesda's Vision, Mission and Values are important to them personally (93%), enjoy their work (89%) have a positive relationship with their supervisor (78%), and make a meaningful contribution to their workplace (97%).



At our annual recognition events in the fall of 2019 we recognized 54 staff members and volunteers for 5, 10, 15, 20, 25, 30 and 40 years of service. Bethesda's ministry has truly been blessed with good and long serving employees and volunteers. We are thankful for the dedication and commitment of our employees.

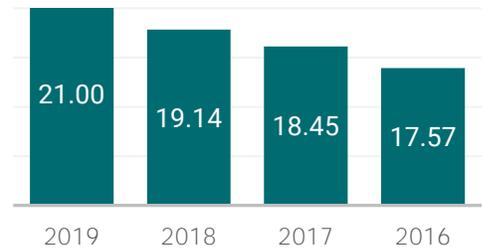


7 Finance

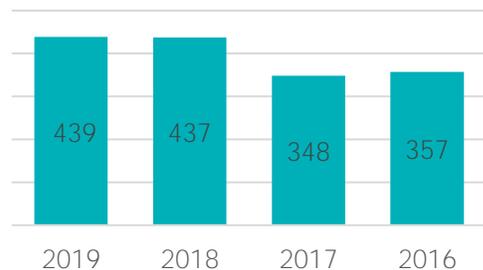
Bethesda's program revenues increased from \$19 million last year to \$21 million this year. The increase continues to be from Bethesda's primary funder, Community Living BC.

The total donations received by Bethesda this year were \$439,359, which were slightly higher than last year. We are grateful to all who support Bethesda's ministry financially and in prayer for the work we do in supporting people with diverse abilities and their families. The impact of this generosity on the people we support and their families is far-reaching. Generous support from communities throughout BC have allowed Bethesda to meet and exceed our donation budget again this year. Our annual Lend-a-Hand campaign helped kick off the start of the year for our Family Support budget and helps cover needs and requests that are not eligible for Government support. Other donations that helped were from the 2019 Christmas appeal and the 2019 Canada Summer Jobs Grant that supported our Summer Day Camps service and Camp Bethesda at Camp Stillwood.

PROGRAM REVENUES
Million \$\$ per Year



DONATIONS
Thousand \$\$ Per Year



Students from John Calvin School presented a cheque to Bethesda at Vedder Terrace. Their donation was used to purchase a basketball hoop and a fitness treadmill.

We are fortunate to have community supporters who partner with us in fundraising activities. Many local businesses and organizations as well as individuals, supported Bethesda with specific needs throughout the year. For example, last spring, The Mad Butcher in Chilliwack hosted a BBQ fundraiser on Bethesda's behalf and donated \$1000. A pancake breakfast and auction was held in Chilliwack and sponsored by local businesses. It raised \$2400 that was donated to people with diverse abilities in Guatemala. Elementary students at John Calvin School in Chilliwack raised money \$1224 through a toonies challenge for Vedder Terrace.

Each year Bethesda has their financial books and records reviewed by an independent auditor. The audit found the March 31, 2019 Financial Statements "present fairly, in all material respects, the financial position of Bethesda Christian Association". Bethesda

continues to operate well within our financial means and budgets, to provide consistent and ongoing support to people in Bethesda's communities.



Bethesda was a major sponsor of Brian Doerksen's November 30, 2019 Christmas concert in Abbotsford. Brian and his many special guests drew a sold-out crowd. During the concert Brian talked about Bethesda's ministry and the impact it has had on his family. The gift offering raised \$4244 in donations for Bethesda.

8 Stakeholder Satisfaction

Stakeholder Satisfaction is measured through a variety of means, including informal feedback, surveys and other formal feedback. Stakeholder satisfaction surveys are conducted every 3 years to assess trends and identify areas of improvement. Our last Stakeholder surveys were completed in February 2018 (see 2017/2018 Outcomes Management Report for details). Here are some examples of informal feedback we've collected over the past year:

- "I thank God for B's new home. How wonderful it is to have him staying with such qualified people who are prayer partners as well. I thank you especially for arranging the home for B" (family member)
- "You all do such a good job with the people you support" (restaurant patron).
- Dr. L came to the home for a doctor's visit to see J. She wanted staff to know she has known J all her life and... she is so pleased with the care she is receiving. She grabbed staff hands and told the manager that she has never seen J have the quality of life she has since being here and she believes she is in the best hands possible (reported by Bethesda staff).
- "I really appreciate the support you've been to me and S these past few years. Having a calm collected person at the helm during the tough times really makes a difference. I appreciate you a lot!" (Home Share provider to Bethesda staff)
- "My sister came by and said, 'this is just an amazing place for you to be in community with other people.' I can't say enough, I get so much support and support is just a phone call away or a walk away. And people are very encouraging here, they don't always know what a brain injury is, but I don't always know what their diverse ability is, but we all seem to get along." (self-advocate)

9 Strategic Plan

In June 2018, Bethesda launched our 2018-2023 5-Year Strategic Plan. The following five priorities were identified:

1. Capacity to Respond to Service Needs (90% completed)
2. Effective Marketing and Communications Systems and Practices (87.5% completed)
3. Effective Staff Leadership Development and Succession Practices (71% completed)
4. Engaged and Equipped Staff (77% completed)
5. People Receiving Services Empowered as Leaders and Decision-Makers (89% completed)

For each priority, specific objectives were defined, and targets established for the second year of implementation. Last year, the following targets have been completed.

Strategic Plan Objective	Year 2 Targets Completed
Increase capacity to respond to crises for people within services and/or needing services	<ul style="list-style-type: none"> • Completed respite suite at Chilcotin Home
Increase number of suitable Home Share options	<ul style="list-style-type: none"> • Created marketing strategy for Home Share
Expand options to meet needs of people requesting services	<ul style="list-style-type: none"> • Developed guidelines and monitoring tools for respite services • Developed respite marketing/recruitment strategy
Provide more effective services for existing 2-person residential resources	<ul style="list-style-type: none"> • Established “Acting Manager” position to more effectively respond to gaps in leadership • Updated the Person-On-Call process to clarify requirements and emergency supports
Enable a culture of storytelling	<ul style="list-style-type: none"> • Expanded use of Twitter and Instagram • Social media posts at least 2x/week • Published at least one in-depth story per month
Develop effective and consistent branding	<ul style="list-style-type: none"> • New branding rolled out in September 2019
Actively connect with stakeholders and wider community	<ul style="list-style-type: none"> • Attended several conferences with stakeholders, including the BC CEO Network, Community Social Services Employers Association of BC (CSSEA), BC Non-Profit Housing Association (BCNPHA), and Abbotsford Christian Leaders Network (ACLN). • Bethesda CEO participation on Board of BC CEO Network. • Bethesda CEO actively meeting with politicians to advocate for our sector

Strategic Plan Objective	Year 2 Targets Completed
Develop a broad and engaged support base	<ul style="list-style-type: none"> • Participated in faith-based and cultural events to raise awareness and reach new audiences, including Brian Doerkson concert and Calvin Dyck's Songs and Strings concert • Updated annual drive communications with rebrand and clear, focussed explanation of the need
Establish effective leadership development	<ul style="list-style-type: none"> • Revamped orientation process for new managers • Contracted with leadership development consultant to help re-envision leadership development program
Increase recruitment of suitable staff	<ul style="list-style-type: none"> • Completed new advertising strategy including process for more efficient posting on jobsites, accessing new advertising platforms and regular reviews of recruitment data. • Completed new recruitment event strategy to focus on target recruitment pools.
Increase retention of suitable staff	<ul style="list-style-type: none"> • Improved tracking systems to review and respond to trends in recruitment • Revised new staff on-boarding process to include new training online training system • Completed quarterly reviews of employee exit trends
Foster a positive workplace culture	<ul style="list-style-type: none"> • Provided training to managers on Developmental vs Custodial Care and the Importance of Language. • Decision to develop coaching training program for leadership (to be implemented in Fall 2020)
Set up an effective training program for staff	<ul style="list-style-type: none"> • Online modules launched for new Bethesda Levels 1 and 2
Ensure language/terminology reflects abilities and strengths	<ul style="list-style-type: none"> • Created staff training video with self-advocates sharing preferred language • Developed pocket reference to be distributed to staff
Involve Self-Advocates in training staff	<ul style="list-style-type: none"> • New Importance of Language video developed by self-advocates and shared with leadership and staff
Ensure people receiving services are empowered to make decisions about their lives ("nothing about us without us")	<ul style="list-style-type: none"> • Provided training to staff on developmental vs custodial care • Established 2 regional self-advocate groups

10 Governance

10.1 Board of Directors

The Board represents the society's membership in determining and representing appropriate organizational performance and to make specific contributions that lead the Society toward the desired performance standards. On behalf of the people we support and those who work at Bethesda, the Board guarantees the accountability of Bethesda by ensuring that it:

- commits to continual improvement of its Christian values and vision
- achieves appropriate results for the appropriate persons at an appropriate cost
- avoids unacceptable activities, conditions and decisions.

The Board has governed with an emphasis on fulfilling the agency's vision, on encouragement of diversity in viewpoints, on strategic leadership, on clear distinction of Board and Chief Executive Officer roles, and on collective decision-making that focuses on future/proactive thinking.

We met six times during the 2019/20 fiscal period. Our seventh meeting in March was cancelled due to the COVID-19 Pandemic. Additionally, Board members serving on the Audit, Finance, Nomination, and Property Development Committees have met throughout the year.



The Board Chair, George Boer, addressed the membership at the AGM in September.

In addition to the leadership, wisdom and business acumen they contribute as Board members, Bethesda's Directors look forward each year to serving up hot dogs and burgers to the membership at our BBQ and Annual General Meeting in September.



10.2 Annual General Meeting

Bethesda's 48th Annual General Meeting was held on September 19, 2019. We welcomed approximately 112 people including members, volunteers, staff, people receiving Bethesda's services and families. Everyone enjoyed a great evening of fellowship and celebration of God's faithfulness to Bethesda over the last 48 years.

The occasion was used to launch our new brand. Jody Siebert, CEO shared the story of its development, of how we started from collecting feedback from our stakeholders about what Bethesda means to them, to selecting colours, imagery and a logo that reflects what we heard. Our new four bright colours were vividly on display throughout the room. The evening also featured the introduction of a Self-Advocates video on the Importance of Language, a musical performance by Kevin and Meredith Pastoor, and a presentation of the 2019 Diana Buurman award.

We said goodbye to 3 retiring Board Directors and the membership elected one new Director and re-elected one Director for a second 3-year term. All Directors can serve up to two consecutive 3-year terms. The Membership also approved Bethesda's financial statements for 2018/2019.

Self Advocates Kevin and Meredith Pastoor, introduced the "Importance of Language" video. The video, produced with input from several Self-Advocates, brings awareness about language and word choice. It features direct quotes from Self-Advocates sharing the impacts some words or phrases have had on them. The video is an important staff training tool.



Margaret and Samantha Daskis, co-owners of Fresh Ideas & Solutions in Maple Ridge (right side of photo) were presented with the 2019 Diana Buurman Award. The co-owners were nominated for being exemplary Inclusive Employers by four of their employees, Matthew, David, Dustin, and James.

On September 19, prior to the AGM, Bethesda hosted a Parking Lot Party and BBQ with games, music, and fellowship. We welcomed staff, people we support, families, and friends to join us for this end of summer event.



Parking lot party & BBQ



11 Community Collaborations

11.1 Agency Partners

Working together in supporting people with diverse abilities and their families is a community effort with the following people and organizations helping Bethesda provide quality services.

- Canadian Council of Christian Charities: monitors organizational and financial integrity.
- Church Partnerships: partnering with local churches to meet the needs of people with disabilities and their families, through spiritual support, membership, and gift offerings.
- Christian Labour Association of Canada (CLAC): represents workers through collective bargaining and workplace representation.
- Christian Stewardship Services: helps with estate and financial planning, planned giving and gift management.
- The Commission on Accreditation of Rehabilitative Facilities (CARF): promotes the quality, value and optimal outcomes of services that centre on enhancing the lives of the people receiving services.
- Community Living British Columbia (CLBC) and Government of British Columbia (BC Housing Ministry of Children and Family Development and Ministry of Health): provides contractual, case management and monitoring support.
- Community Services Benefits Trust (CSBT): operates a health and welfare plan for employees.
- Community Social Services Employers Association (CSSEA): assists with human resources development, labour relations & policy development.
- Inclusion BC: a provincial non-profit organization dedicated to promoting the participation of people with intellectual disabilities in all aspects of community life.
- Canadian Christian Relief & Development Agency (CCRDA): CCRDA's unique contribution to Christian relief and development non-profit organizations is to provide a forum where the best ideas, practices, and application of Christian principles mix to promote the achievement of high performance organizations seeking God's purpose for the world's poor.
- BC Non-Profit Housing Association (BCNPHA): provides leadership and support to members in creating and supporting a high standard of affordable housing throughout British Columbia

11.2 Community Partners

In our contribution as good neighbors, Bethesda staff are involved in a variety of committees, task forces and projects that benefit our community. These include:

- Christian Faith-Based Roundtable – partnering with Christian organizations across Canada and the United States to discuss issues unique to faith-based agencies.
- Canada Summer Jobs (Service Canada) - educating students in the field of diverse ability.
- Christian churches – assisting churches with vision planning and training in their support of people with disabilities.
- Circles of Support – assisting churches to develop support systems for members with disabilities who are in need.
- Self Advocate Net – helping Self Advocates to learn about their rights to equality opportunities to inclusion in local communities and around the world
- Christian schools – providing advisory support in developing policy.
- Circle of Friends Coffee House – providing spiritual nurturing for people with intellectual disabilities.
- BC Chief Executive Officer (BCCEO) Network – facilitates a collective voice provincially, promotes effective business practices and promotes leadership development and mutual support.
- Sparrows Christian Housing Society – partnering with us to provide supported independent living at Sparrows Apartments in Smithers, BC.
- Bethesda Korean Parents Society - offering support to Korean families with children with disabilities.
- Communication, Behaviour, Instruction (CBI) Consultants, and Developmental Disabilities Mental Health Services (DDMHS) – provides Positive Behaviour and Mental Health Supports for people with disabilities.
- Focused Disability Network Society – facilitates networking, education and special events for professions who serve people with disabilities.
- Friendship Groups Canada – assisting with the development of Bible study programs.
- Home Share Coordinators Network – interagency collaboration for Home Sharing services.
- Hope Haven Canada Ministries – Guatemala Outreach.
- Joy Fellowship – promoting outreach for worship services and Bible Study in Richmond.
- Richmond Community Living Leadership Network– interagency networking.
- Student Bursary – assisting post-secondary students with financial support.

12 Looking Ahead

The Outcomes Management Report highlights the work that Bethesda is doing to meet its organizational goals and objectives. It is a snapshot of what we have accomplished, and it identifies trends that guide our efforts for the year ahead of us. We are growing and will continue to grow to meet the needs of people in our communities across the province.

Looking ahead, there are several initiatives that we will focus on in the coming year:

- Engage with persons served, families, staff and agency partners in COVID-19 recovery planning
- Develop strategies to increase staff satisfaction in creating and maintaining a motivating workplace
- Further expand and enhance our staff training platforms and learning opportunities
- Continue to be a learning organization around how we communicate effectively at all levels.
- Continue to improve Leadership Development throughout the agency
- Commit to creatively and meaningfully meeting our goals and targets in our 2018-2023 Strategic Plan.
- Build and plan for our new provincial office building, which will include space for Community Inclusion and Employment services.
- Continue to be innovative and creative in implementing new marketing strategies to improve staff and caregiver recruitment, visibility, donation resources and sharing our stories
- Launch our new website
- Prepare for our re-accreditation in Spring 2021



We want to be ready to respond to the requests and needs of people who choose our services, particularly as we work through the challenges of recovering from the COVID-19 pandemic. We aspire to do, and be, our best in every service we offer. God has blessed us richly in the work He has commissioned us to do. We endeavour to remain the 'learner' as we walk along side others who experience disability. As we focus on the year ahead, we are reminded of our dependence on Jesus, and that He continues *"to equip his people for works of service, so that the body of Christ may be built up"* (Ephesian 4:12).