

# OUTCOMES MANAGEMENT REPORT 2022



A Review  
*of*  
Our Goals and Accomplishments  
in 2021/22



**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.....	4
3	Person-Centred Planning.....	4
3.1	Person-Centred Goal Plans.....	5
3.2	Accessibility Planning.....	6
4	Accreditation.....	7
5	Risk Management.....	7
5.1	Emergency Preparedness.....	8
5.2	External Inspections.....	9
5.3	Monitoring Reviews.....	9
5.4	Incidents and Occurrences.....	9
5.5	Safety Committees.....	11
5.6	Quality Improvement Measures.....	11
6	Assets Management.....	11
6.1	Properties.....	11
6.2	Vehicles.....	12
7	Human Resources.....	12
7.1	Demographics.....	12
7.2	Recruitment and Retention.....	13
7.3	Worker Health and Safety.....	14
7.4	Training.....	15
7.5	Staff Satisfaction.....	15
8	Stakeholder Satisfaction.....	16
9	Finance.....	17
10	Strategic Plan.....	18
11	Governance.....	20
11.1	Board of Directors.....	20
11.2	Annual General Meeting.....	21
12	Community Collaborations.....	22
12.1	Agency Partners.....	22
12.2	Community Partners.....	23
13	Looking Ahead.....	23

# Message from Jody Siebert, CEO

**Moving forward with hope.** Navigating the pandemic over the last 2 years, has led to weariness for many. It has become vital to be generous with the people around you, so that they have room to recover and renew their strength. This often involves waiting, and trusting in the Lord:

*Yet those who wait for the LORD will gain new strength;  
They will mount up with wings like eagles,  
They will run and not get tired,  
They will walk and not become weary. Isaiah 40:31 NAS*



We have endured many challenges, but we have also experienced many joys. We have witnessed amazing resilience in our staff and in the people we support. Yes, we are tired, but we are not without hope.

As we are moving back to opening up our services, there is excitement, mixed with relief, as we return to more 'in-person' connections. We have missed people! There is healing in just being together again. We still are committed to being together safely, following all the necessary health orders. And while there is some nervousness about gathering, we are refreshed by the genuine greetings and smiles of others.



We look forward, with hope, as we recover together and experience God's leading and provision in the days ahead.

We are profoundly thankful for all our staff, who throughout the pandemic, remained committed to the people we support and worked tirelessly to support and keep them safe. We are also extremely grateful for our

skilled and engaged administrative and technical support team, leadership team and board of directors who faithfully commit themselves to the service of others.

I am excited to share this year's Outcome Management Report with you. You will see many of the statistics and outcomes from the 2021-2022 year, which give you an idea of the work that has been accomplished by an amazing team of employees. Despite the pandemic, the work we are called to do carries on, as we continuously strive for excellence in all we do.

We all know that it is essential to measure outcomes to remain accountable for the work we are entrusted with, and as a learning organization we want to continue to grow. Equally, we want to support and empower people with diverse abilities to live as self-directed lives as possible. 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

Oh! May the God of great hope fill you up with joy, fill you up with peace, so that your believing lives, filled with the life-giving energy of the Holy Spirit, will brim over with hope! Romans 15:13 MSG



Birthdays and celebrations of life milestones are greatly anticipated occasions where people receiving our services can share these special times 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

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, i.e., community inclusion, employment, home share, staffed residential and supported independent living.

Representatives from each of these accredited services identified objectives and annual targets in four areas: effectiveness, efficiency, service access, and stakeholder input and satisfaction. The result is a list of 35 objectives we set out as targets in the five accredited services.

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

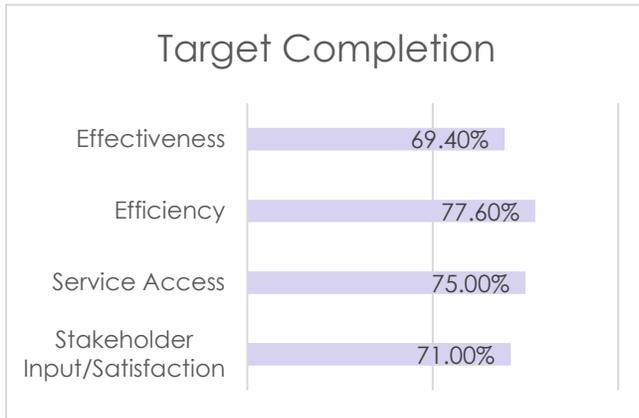
- Efficient data collection tools.
- Opportunities for small group events to offer increased services within individually funded hours.
- Caseloads are appropriate to funding levels.

### 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 people with diverse abilities who do not receive 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.



The chart to the left shows the progress Bethesda made in 2021/22 in completing its objectives in four areas of its services: effectiveness, efficiency, access and satisfaction. Percent completion of objectives, such as completion of personal goal planning and group activities, was reduced because of pandemic restrictions and related staffing disruptions. Bethesda met or significantly met targets in areas such as home share monitoring and quality of care indicators.

## 2 Services Profiles and Demographics

In the past year, Bethesda was blessed with the opportunity to provide a broad variety of services to approximately 289 people with diverse abilities and their families throughout the province. Our mission of *supporting and empowering people with diverse abilities and their families, experiencing the joys and challenges of life together* is the core of who we are as an organization. Our vision is *people of all abilities belonging to communities where they are valued and empowered to share their 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 B.C., but primarily in the Metro Vancouver/Fraser Valley and south 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 (101 people) and Community Inclusion (121 people). Many people receive more than one of our services, which leads to a total of 487 participants.

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

Bethesda Service	Participants	Region
Community Inclusion	121	Fraser Valley, Okanagan, Metro Vancouver
Employment	23	Fraser Valley
Family Support	101	Province-wide
Home share	56	Fraser Valley, Okanagan, Metro Vancouver
Intentional Community	16	Fraser Valley, Smithers
Respite	2	Fraser Valley, Metro Vancouver
Staffed Residential	79	Fraser Valley, Okanagan, Metro Vancouver
Summer Camps	48	Fraser Valley
Supported Independent Living	41	Fraser Valley
<b>Total Participants</b>	<b>487</b>	

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 enable us 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.



Providing respite for children is a new Bethesda service that started in 2021. Funded through the Ministry of Children and Family Development, it offers families who support their child at home a much-needed service in an attractive, home-like setting designed for day and overnight respite. It is currently being accessed by one family, but is expected to grow. More information is at [www.bethesdabc.com/childrens-respite/](http://www.bethesdabc.com/childrens-respite/)

## 2.1 Admission and Exiting Services

In the past year, we welcomed 15 new people who chose to use one or more of Bethesda's services. The top three services new people are using are Home Share (6 people), Community Inclusion (5), and Staffed Residential (4). We also saw 18 people leaving our services, including those who passed away: Chuck, Colleen, David, Kathy, Lucy, Rachel and Wilma, who departed this life to be with our Lord, but remain in our hearts.

This past year, more people entered (43) than left services (21), including those who changed services within Bethesda.

Number of people entering or leaving each service	Community inclusion	2
	Employment services	-2
	Home share	4
	Intentional community	0
	Respite	2
	Staffed residential	3
	Summer Camps	4
	Supported Independent Living	6

For more information about Bethesda's services, see [bethesdabc.com/services/](https://bethesdabc.com/services/).

## 3 Person-Centred Planning

Person-centred planning is at the heart of supporting people with diverse abilities 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 people.

Every 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



In 2021, activities were still restricted by COVID guidelines and staff were challenged to find person-centred activities within the home setting for the people receiving services. Often these took the form of games, baking, puzzles, music, or learning new skills.

### 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 and needs 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, 65 people participated in person-centred planning. Combined, they set 254 goals for themselves in all eight quality of life domains.

Emotional and spiritual well-being	39	The number of goals in each quality of life domain that were set last year. Most of the goals were toward personal development, physical well-being and mental health.
Interpersonal relationships	28	
Material well-being	17	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.
Personal development	55	
Physical well-being and mental health	72	
Self-determination	22	
Social inclusion	18	
Rights	3	
Total goals set	254	



Oliver invites us into his woodworking workshop. Oliver lives in one of our staffed homes, Surrey home. His parents, Dieter and Waultraud Ramm, were one of the founding families of Bethesda, so he has a long connection with Bethesda. He's always been interested in woodworking, but since 2016, his interest has been encouraged and actively supported by the manager, John, who also happens to be passionate about woodworking. Together Oliver and John plan and create an array of woodworking projects that provide Oliver with satisfaction and fulfillment. Read the blog story at [Oliver's Story](#).

### 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, 11 formal accessibility plans were created to address identified barriers.

- Architectural—3 plans
- Environmental—2 plans
- Financial – 1 plan
- Transportation—2 plans
- Others – 3 plans

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



Accessibility features like those in the purpose-built Cameron home, include no stairs, wide hallways and spaces, ceiling mounted lift systems, accessible washrooms, walk-in shower and bath. In 2021, another home, Kingfisher home, was renovated to improve accessibility and usability.

## 4 Accreditation

In June 2021, 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.

For more information about accreditation please see [www.bethesdabc.com/#accreditation](http://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 well as the organization as a whole.

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, financial, legal and organizational risks. For each risk, there is a critical response to mitigate the risk.

- The Joint Occupational Health and Safety Committee reviews health and safety risks monthly to assess and determine appropriate follow-up.
- The Executive Team reviews and assesses financial, legal and overall organizational risks monthly to determine appropriate strategies for risk mitigation.
- The Board reviews the agency risk register three times per year to ensure risks are being mitigated appropriately.
- The Risk Management Team, comprised of representatives of the Executive Director Team, reviews agency operational risks three times per year, to assess trends, and develop 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.

Health and safety issues are often 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.

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

- Emergency preparedness, including COVID-19 pandemic response
- External inspections
- Monitoring review
- 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.

Bethesda's emergency preparedness continued to be put to the test with the continuing COVID-19 pandemic. Bethesda worked with the Ministry of Health, CLBC and the community living sector to ensure all provincial requirements were followed and that Bethesda implemented best practices around pandemic response. All people in CLBC-funded services and their direct support staff have also been offered



Emerson Street office staff and CI participants gather at the designated muster location after a fire drill.

vaccinations. We are hopeful that these measures will continue to keep people safe as we move through the pandemic.

## 5.2 External Inspections

Licensing inspections occurred in 12 of our licenced homes this past year. The number of inspections was less due to the pandemic and we anticipate these to return to normal in the coming year. External inspections by qualified professionals also occurred in 13 unlicensed locations. In all but one licensed location we received the lowest possible hazard rating on the scale, reflecting Bethesda's commitment to providing safe places for people with diverse abilities 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.



Home share Coordinator Karis Boetto (left) visits one of the people we support in home share, Lara. Coordinators regularly monitor home shares as well as provide support to providers as needed.

## 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, four 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 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 Licensing, 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 248 critical incidents this past year, the majority were restraints (138), injury/illness (50) and behavioural incidents (36), i.e., aggression between people and aggressive/unusual behaviour. The high number of restraints is primarily due to the use of a locked door as part of an approved interim safety plan, which has since been discontinued. The increase in illness and injuries included some COVID-19 related illness. However, it is also noteworthy that the previous year (2020/21) had an unusually low number of incidents in this area and the most recent year is closer to more typical numbers. The following is a summary of critical incidents in the past two years.

Type of Critical Incident	2021/22	2020/21
Abuse/Neglect	2	0
Behavioural	36	26
Choking	0	0
Death	5	3
Fall	7	14
Missing/Wandering	3	5
Other Injury/Illness	50	52
Restrictive practices	138	28
<b>TOTAL</b>	<b>248</b>	<b>89</b>

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 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	2021/2022	2020/2021
Service Delivery Problem	2	0
Vehicle Accident	5	8
Other	32	34
<b>TOTAL</b>	<b>39</b>	<b>42</b>

The majority of incidents or occurrences impacting resources (32/39) 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 Joint Occupational Health and Safety (JOHS) committee for increasing health and safety in the workplace. The JOHS committee meets monthly and 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. In the past year, this included the following.

- Continued to develop and implement behaviour support and safety plans for persons supported.
- Updated abuse and neglect training module and requirements.
- Implemented new comprehensive safety risk assessment form for all persons supported (new and current).
- Collaborated with internal and external stakeholders to ensure best practice in pandemic response and adherence to all regulatory requirements.
- Hired a chief assets and development officer to increase capacity to respond to property and fleet risks and needs.
- Significant updates to occupational health and safety related process, documentation and training.
- Developed new portal to provide resources on employee safety, health and wellness.
- Hired recruitment consultant to assist with strategies around staff recruitment risks.
- Engaged a contractor to focus exclusively on recruitment and applicant processing.

# 6 Assets Management

## 6.1 Properties

### Property Development Plan

Bethesda has a property development plan with the goal that all Bethesda owned properties will be fully accessible to meet the needs of those who live there, so they can age in place. Starting in February 2021 we had 4 multi-level homes that needed to be replaced with accessible homes. This year we have completed 1 of 4 homes:

## Renovation of Kingfisher Home, formally known as West Abbotsford Home

We expect the people currently living in Abbotsford home will be moving into the Kingfisher home in the summer of 2022, or once inspections by Fraser Health have been completed and approval granted.

### Intentional Community in Abbotsford

In 2021, we began early planning for the construction of an intentional community adjacent to the provincial office on Emerson Street in Abbotsford. Calibrate Group, [www.calibrate.group/](http://www.calibrate.group/), the organization submitting the application on our behalf, had indicated that we should find out in June 2022 if the application has been approved, after which time we can proceed. Phase 2 will include completion of the full development plan. Once the plan is complete, which is expected to take between 9 to 12 months, Bethesda will submit it in an application for a building permit to the City of Abbotsford. When the permit has been granted, we will be able to break ground and start building. The build itself will take another 12 to 14 months to complete.



Kingfisher home was renovated in 2021. The changes improve the accessibility and useability of the home for the residents that will be moving in.

## 6.2 Vehicles

Our vehicle fleet consists of mobility assist and passenger vans. Operation and maintenance costs are monitored and vehicles are replaced once the costs to keep them exceed their value. There is vehicle replacement plan in place to ensure the spacing of expenditures per year. This past year Bethesda replaced 3 vehicles with one 10-passenger and two 7-passenger vans.

# 7 Human Resources

## 7.1 Demographics

There were 415 members on the staff last year. Measures of staff demographics show a mature and predominantly female workforce from year to year with an average of 8.0 years service for the past fiscal year (see the table below).

Staff Demographics	2021/22	2020/21	2019/20
Number of Staff	415	384	393
Average Age (years)	44.2	44.2	44.3
Percent Female	82%	83%	83%
Average Years Service	8.0	8.5	8.3

## 7.2 Recruitment and Retention

Turnover rate is a measure of staff retention and is measured as the percent of staff that leave within the year. Turnover rate is calculated separately for permanent staff (part-time or full-time) and for casual staff. The number of permanent staff that left last year was 55 with a turnover rate of 13.2%. Of these that left last year, 36.4% resigned their permanent positions but continued to work at Bethesda as casual employees. The main reasons for leaving continue to be family/personal, vocational change and return to school. The number of casual employees that left was 63 (same as last year) with a turnover rate of 15.2%. The total number of employees leaving positions in the year was 118.

Employee Status	Percent Turnover Rate		
	2021/22	2020/21	2019/20
Permanent (part/full-time)	13.2%	11.7%	5.8%
Casual	15.2%	16.4%	13.7%

The turnover rate of new hires was 31.54% this past year, i.e., 41 of 130 new staff left within the same year. This number is high considering we hired 47 more employees this year than last. However, with the challenges and changes that COVID-19 brought into the hiring process it is challenging to compare this year to past years. The onboarding program that was implemented in 2019/20 was continually updated throughout the year to reflect the new realities of recruitment and turnover in a pandemic year. We may continue to see turbulence over the next year as we continue to navigate uncertainties due to COVID-19. With our changes to onboarding and the greater availability and accessibility of training we continue to strive for higher staff competency and lower turnover.

### 7.2.1 Employee Recognition

Because of COVID-19 we did not have our usual annual recognition events in the fall of 2021. Instead, each site that had employees being recognized did their own special recognition event. We acknowledged 48 staff members for 5, 10, 15, 20, 25 and 30 years of service.

Bethesda’s ministry has truly been blessed with good and long serving employees. We are thankful for the dedication and commitment of our employees toward the people and families supported within Bethesda’s ministry.



Leaders came up with different ways to recognize their staff for achieving 5-year milestones this year. In Chilliwack, staff were celebrated at Vedder Terrace with refreshments and a Christmas table decoration making activity. Most staff were recognized individually in the homes, with a cake, flowers, or small gift.

### 7.3 Worker Health and Safety

The goal of the worker health and safety program is to prevent 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 2021, there were 10 employees who required time off work from injuries. All returned to work within the year except two. One sustained an injury in November 2021 and recovered in order to return to work the end of March 2022. The other sustained an injury the end of December and continues to be off, with an uncertain return. We continue to see two major reasons for injuries: over-exertion or slip/trips/falls.



The safety committees at each site met monthly to review employee incidents, complete workplace inspections and review other occupational health and safety concerns. Additionally, the Joint Occupational Health and Safety Committee (JOHS) met monthly to review agency-wide risks.

The JOHS Committee conducted a mental health staff survey. As a result of the information received through the survey, Bethesda is providing employees the opportunity to use their accrued sick leave for two wellness days in the year. Another initiative that was attempted, on the basis of the survey information, were mental wellness support groups. Since there was a low uptake on these offerings, this will be offered again in the future.

A Provincial Health Office (PHO) order in November 2021 required Bethesda employees to be vaccinated against COVID-19. As a result of the order, 34 employees did not meet the requirement and are on unpaid leave of absence. In December 2021, some staff, from what are considered 'non-essential' services, were redeployed to residential services to ensure safe operations in the homes. The redeployment was considered a short-term solution until new applicants were hired and trained. A contractor was hired to focus on recruitment, which resulted

in 53 employees hired between December 10, 2021 and March 31, 2022. At this time, non-essential services have resumed and redeployed staff have returned to their original worksites.

## 7.4 Training

Bethesda offers a robust training program to new and current employees, including Mandt, Respectful Workplace, occupational health and safety, autism, Bethesda Levels, and required quarterly modules on a variety of topics. In May 2021, we launched our online Level 3 training through our Open Future Learning platform.

Leadership development continues to be a key focus. In fall 2021, we launched our Non-Profit Leadership (NPL) certificate program through Fullwell Leadership, which consists of nine core courses. In fall 2021 and winter 2022, leaders were provided with the opportunity to take courses in *Leadership Communication* and *Building Teams and Developing Leaders*. In Spring 2022, Fullwell offered a course, *Leading Through Conflict and Difficult Conversations*. Newer managers also took leadership coaching training, a core requirement of our leadership development program.

In fall 2022, Bethesda plans to launch our leader-in-training program which will provide an opportunity for selected non-leadership staff to receive training, mentorship, and job-shadowing. Selected candidates will also have the opportunity to take available courses from the Non-Profit Leadership certificate program. As part of our leadership development strategy, we anticipate that this program will help prepare future leaders from within Bethesda.



A Mandt training class in session. Staff receive Mandt training every 3 years. Class sizes have been reduced as a COVID precaution to increase physical distancing.

## 7.5 Staff Satisfaction

116 employees submitted responses to the 2022 staff satisfaction survey out of 345 that were invited to participate (33.6% response rate). Employees were asked to rank their agreement from strongly agree to strongly disagree to 19 statements covering four areas of staff satisfaction:

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

The majority of the staff responses were positive, either strongly agreeing or agreeing. There was an increase from previous years in percent positive responses to each statement. We are encouraged to hear that most employees feel Bethesda's vision, mission and values are important to them personally (90.5%), make a meaningful contribution to their workplace (98.3%), enjoy their work (89.7%), and have a positive relationship with their supervisor (92.2%).



Bethesda leaders spent a day at Stillwood Camp last summer as a team and morale-building activity.

There were no statements that received more than 10% staff disagreement. The three areas that had the lowest agreement were about working in a motivating workplace, the commitment of Bethesda to effective communication and receiving regular feedback from their supervisor.

In 2021, Bethesda responded to previous years' feedback about increasing staff engagement by improving our communications to employees. Last year, we began sending more organizational communications directly to employees by personal email and

through the new version of ShareVision, which all employees can access for receiving communications as well as training resources.

## 8 Stakeholder Satisfaction

Stakeholder satisfaction is measured through a variety of means, including informal feedback, surveys and other formal feedback. Our last stakeholder surveys were completed in October 2020 (see 2020/2021 Outcomes Management Report for details).

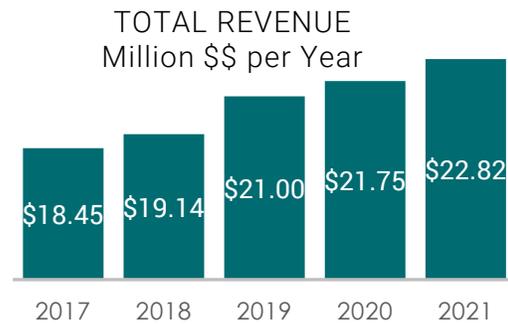
Here are some examples of informal feedback we've collected over the past year:

- "You all should be very proud of how you have navigated the stress and needs of the folks we serve. Keep on loving them in Jesus' name. May God be glorified in the work we do" (family member).
- "Your site inspection was as close to perfect as I've seen" (licensing officer).
- "Thank you so much for looking after our son...he seems happy in his new home" (family member).
- "Thank you and the remainder of the staff for your love and care for our family member and the other residents in his home" (family members).
- "Bethesda is considered a top agency. People are asking to get in and I often have to say no" (CLBC analyst).

- “Sardis Home is amazing and is one of the best teams I have ever supported/worked with. The people who live here are very lucky to have such a person-centered team supporting them” (physiotherapist).
- “I am very much indebted to Bethesda and how the residents and the staff continue to show me such hospitality, generosity, and perspective on life” (pastor).
- “The South Richmond Home staff provide excellence standard of care and consistency for the individuals...It’s such a pleasure to work with the SRH team, they ‘rock!’” (community nurse).
- “I know, our son is really in good hands and with loving people” (family member).

## 9 Finance

Bethesda’s overall revenues increased from \$21.7 million last year to \$22.9 million this year. The increase was from a combination of sources: Bethesda’s primary funder, Community Living BC; a new contract with the opening of Mephi’s Place supported by the Ministry of Children and Families; and donations from our generous donors.



We received an abundance of financial donations from supporters in communities throughout BC, as well as contributions from [Bethesda Christian Foundation Society](#). The total donations

DONATIONS for SERVICES  
Thousand \$\$ Per Year



received for donation-based services by Bethesda this year were \$535,361 (see donations chart). This funded ongoing needs not covered by provincial government funding, including personal protective equipment, much needed support for families through summer camps, employment services and support for self-advocates living independently.

Our fundraising cycle started last spring with the Lend a Hand campaign to raise funds for our Family Support services. The annual campaign is a critical fundraising event that helps cover needs and request for services that are not eligible for government support. We raised \$169,723, or 84.9% of our target of \$200,000.

We were blessed to celebrate our 50<sup>th</sup> anniversary and open house of our new Bethesda office in Abbotsford in 2021. We celebrated this event on September 15 with a ribbon-cutting ceremony attended by local government officials, donors, families and staff. The day’s event included food trucks and tours of the new office space. As part of the anniversary year celebration and to raise awareness of Bethesda, we organized a 50K challenge amongst the staff to raise funds to support Bethesda’s Self-Advocate Group and Hope Haven’s work in Guatemala. The event was highly successful, uniting people in teams, and collectively raising \$14,737 in donations.

Each year Bethesda has their financial books and records reviewed by an independent auditor who presents fair and accurate information of our books and records. Bethesda continues to operate well within our financial means and budgets, to provide consistent and ongoing support to people in Bethesda’s community.



Over 60 Bethesda staff and friends participated in our 50<sup>th</sup> anniversary year’s fundraiser - the 50 Day Challenge held last August. Staff were challenged to walk, run or roll 50 kms over 50 days. The event was a success and raised \$14,737 to split equally between support for people in Guatemala with wheelchairs through our partnership with Hope Haven, and for supporting self-advocates at Bethesda. At right, Rodney Wiebe and Jody Siebert present a cheque to self advocate representatives, Joanne and Yoshi Doldersum.

## 10 Strategic Plan

In June 2018, Bethesda launched its 2018-2023 5-Year Strategic Plan. Three out of the five priorities were either fully, or largely completed in 2021/22. The pandemic interfered with completing some of our strategic targets. These targets will be deferred to year 5.

Strategic Plan Priority	2021/22 Target Completion
1. Capacity to respond to service needs.	95%
2. Effective marketing and communications systems and practices.	100%
3. Effective staff leadership development and succession practices.	44%
4. Engaged and equipped staff.	85%
5. People receiving services empowered as leaders and decision-makers.	58%

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

Strategic Plan Objective	Year 4 Targets Completed
Increase capacity to respond to crises for people within services and/or needing services	<ul style="list-style-type: none"> <li>Completed renovations on Kingfisher home to increase capacity to a 5-person licensed home.</li> <li>Developed guidelines for respite suites at Vedder Terrace, Chilcotin and Cameron homes.</li> <li>Developed an emergency respite resource for Ministry of Children and Family Development.</li> </ul>
Increase number of suitable Home Share options	<ul style="list-style-type: none"> <li>Provided home share coordinator training to Okanagan leadership so we can begin accepting new home share referrals in the region.</li> </ul>
Expand options to meet needs of people requesting services	<ul style="list-style-type: none"> <li>Completed RFP for community inclusion in Kelowna.</li> </ul>
Provide more effective support for end of life	<ul style="list-style-type: none"> <li>Provided advanced care planning training for Bethesda resource leadership.</li> <li>Provided training on substitute decision making.</li> <li>Offered grief training for managers.</li> </ul>
Enable a culture of storytelling	<ul style="list-style-type: none"> <li>Created a tutorial for leaders on how to incorporate storytelling into their day-to-day interactions.</li> <li>Created a tutorial and online resources on social media use to amplify social media messages.</li> </ul>
Actively connect with stakeholders and wider community	<ul style="list-style-type: none"> <li>Created a community development plan.</li> </ul>
Develop a broad and engaged support base	<ul style="list-style-type: none"> <li>New Lend a Hand procedures implemented, with goal of raising \$200,000.</li> </ul>
Establish effective leadership development	<ul style="list-style-type: none"> <li>Launched new non-profit leadership certificate program for Bethesda leadership.</li> <li>Created plan for new leader-in-training program.</li> </ul>
Increase recruitment of suitable staff	<ul style="list-style-type: none"> <li>Contracted a recruitment position to focus on resume processing and initial screening of applicants which resulted in a significant increase in hiring new staff.</li> <li>Develop new strategies for staff referral incentive program.</li> </ul>
Increase retention of suitable staff	<ul style="list-style-type: none"> <li>Mental wellness online resources, support groups and wellness days offered to employees.</li> </ul>
Foster a positive workplace culture	<ul style="list-style-type: none"> <li>CEO hosted two CONNECT meetings with frontline staff representatives and leadership to connect directly with staff, provide organizational updates, and to rumble through questions or challenges we face as an organization and how we might resolve them.</li> </ul>
Set up an effective training program for staff	<ul style="list-style-type: none"> <li>Level 3 training expanded to all resources providing medical related support.</li> </ul>

<p>Establish more effective communication with staff</p>	<ul style="list-style-type: none"> <li>• Course on Leadership Communication offered to all staff in leadership positions.</li> <li>• CONNECT meeting held with attendance opened to all staff.</li> </ul>
<p>Ensure people receiving services are empowered to make decisions about their lives ("nothing about us without us")</p>	<ul style="list-style-type: none"> <li>• Funding 8 staffing hours/week to support self-advocates.</li> <li>• CEO met with the self-advocates advisory committee to gather input on future training needs and opportunities.</li> </ul>



Leadership training through Fullwell Leadership started in 2021 with four courses offered over the year, contributing to a non-profit leadership certificate for leaders who complete the course of study. The courses in 2021/22 focused on practical learnings in coaching, teambuilding and culture development, communication, and difficult conversations.

## 11 Governance

### 11.1 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.

The board met five times during the 2021/22 fiscal period. Four meetings were held virtually, due to COVID protocols, and one in-person meeting. Additionally, board members serving on the

Audit, Finance, Nomination, and Property Development Committees have met throughout the year.

### 11.2 Annual General Meeting

Bethesda’s 50th annual general meeting was held on September 16, 2021. The meeting was held virtually due to the COVID-19 restrictions around large-group gatherings. We welcomed approximately 32 members and staff via video conferencing. The virtual environment was a challenge for many which resulted in lower than usual attendance. Though the meeting was small, we celebrated God’s faithfulness to Bethesda over the last 50 years, especially over the last year during the global pandemic.

The evening also included a video presentation of the Diana Buurman award to Elaine Hart, from the Friendship Program at Trinity Christian Reformed Church. We said goodbye to two retiring board directors and the membership elected two new directors to their first 3-year term, and two directors for their second 3-year term. All directors may serve up to two consecutive 3-year terms. The membership also approved Bethesda’s financial statements for 2020/2021.

Preceding the AGM, we had a 50<sup>th</sup> anniversary celebration and the grand opening of our new provincial office building. The event included a ribbon cutting ceremony with Mayor Henry Braun, MLA Bruce Banman, MLA Pam Alexis, MLA Mike De Jong, and MP Ed Fast.



The board was involved in the construction of the new provincial office building in Abbotsford. The opening ceremony was held in September 2021 with people we support, families, staff, and local politicians attending. Board President Rachel Ludwig opened with a greeting and prayer, followed by speeches by CEO Jody Siebert and several local politicians. Guests were invited to tour the interior of the office and for lunch provided by on-site food trucks.



# 12 Community Collaborations

## 12.1 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 Centre of Christian Charities: monitors organizational and financial integrity.
- Church Partnerships: partnering with local churches to meet the needs of people with diverse abilities 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 and planned giving.
- The Commission on Accreditation of Rehabilitative Facilities (CARF): promotes the quality, value and optimal outcomes of services to enhance the lives of the persons supported.
- 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 an employee health and welfare plan.
- 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 diverse abilities in all aspects of community life.
- BC Non-Profit Housing Association (BCNPHA): provides leadership and support to members in creating and supporting a high standard of affordable housing throughout BC.
- Canadian Christian Relief & Development Agency (CCRDA): provides 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.
- Bethesda Christian Foundation: charitable holding company for the sole benefit of Bethesda Christian Association, offers student bursaries, assisting post-secondary students with financial support.
- Office of the Public Health Officer: the Provincial Health Officer is the senior public health official for BC and is responsible for monitoring the health of the population of BC and providing independent advice to the ministers and public officials on public health issues.



Bethesda was a sponsor of the annual Abbotsford Christian Leaders Network prayer breakfast in Abbotsford.

## 12.2 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 diverse abilities.
- Circles of Support – assisting churches to develop support systems for members with diverse abilities 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 diverse abilities.
- 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 – partners with us to provide supported independent living at Sparrows Apartments in Smithers, B.C.
- Fullwell Leadership – Fullwell is passionate about the multiplication effect of investing in the leaders of other non-profit organizations.
- Inclusive Employer Excellence Awards (IEEA) agency partner.
- Bethesda Korean Parents Society – offering support to Korean families with children with diverse abilities.
- Communication, Behaviour, Instruction (CBI) Consultants, and Developmental Diverse Abilities Mental Health Services (DDMHS) – provides positive behaviour and mental health supports for people with diverse abilities.
- Focused Disability Network Society – facilitates networking, education and special events for professions who serve people with diverse abilities.
- 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.

## 13 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 the areas of communications and leadership support.
- Further expand and enhance our staff training platforms and learning opportunities.
- Incorporate self-advocates into staff training.
- Increase our capacity for community inclusion services.
- Launch new leader-in-training program for non-leadership staff.
- Commit to creatively and meaningfully meeting our goals and targets in our 2018-2023 Strategic Plan.
- Transition people living in one of our multi-level Abbotsford homes into a new fully accessible home in Abbotsford.
- Continue to replace our multi-level homes with new accessible homes to allow people to age in place.
- Explore further an inclusive housing opportunity in the Lower Mainland.

As we look ahead with hope towards more opportunities to connect with others in the coming year, we are grateful for God's provision as we focus on post-pandemic recovery. We pray for God's healing and restoration as we carry on the work He has called us to. We also pray for His wisdom and direction as we continue to partner with people with diverse abilities, along with their families, staff and caregivers, to support full, inclusive, and empowered lives for people of all abilities.