

OUTCOMES MANAGEMENT REPORT 2023



A Review
of
Goals and Accomplishments
in 2022/23



Bethesda
Faith. Service. Inclusion.

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Message from Jody Siebert, CEO

Anyone who listens to my teaching and follows it is wise, like a person who builds a house on solid rock. Though the rain comes in torrents and the floodwaters rise and the winds beat against that house, it won't collapse because it is built on bedrock. (Matthew 7:24-25)

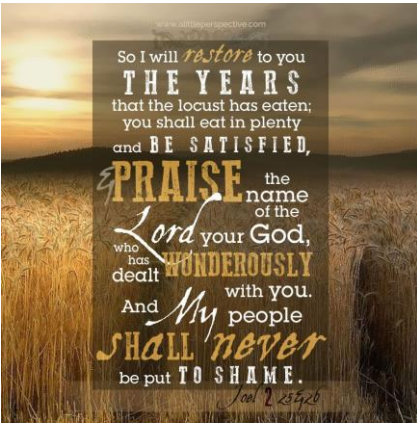
On solid ground. No one really knew what to expect post-pandemic. There wasn't a road map on how to navigate forward in a world that had been changed by COVID over the last 3 years. Many people shared the sentiment that they wanted their old life back!

While we endured many storms, we did not collapse. In fact, we were left standing on solid ground. Even though the world had shifted dramatically, Jesus is the same yesterday, today and forever (Hebrews 13:8).

So...what did this mean for Bethesda? We worked to rebuild on the bedrock that had not changed. We embarked on a journey of healing and recovery together, and we restored our connections and services to meet the needs of our staff and the people we support.



We witnessed resilience returning in those around us. Hope was reclaimed and we grew even stronger as we leaned on one another and learned how to thrive once again.



We are profoundly thankful for all our staff, who throughout our collective recovery 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 2022-2023 year, which give you an idea of the work that has been accomplished by an amazing team of employees. As we have rebuilt over the last year, we are seeing our outcomes returning to pre-pandemic levels. This has been very encouraging, as collectively we are striving to rebuild something even better than before.

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

Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up." Galatians 6:9



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, staff-supported homes 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

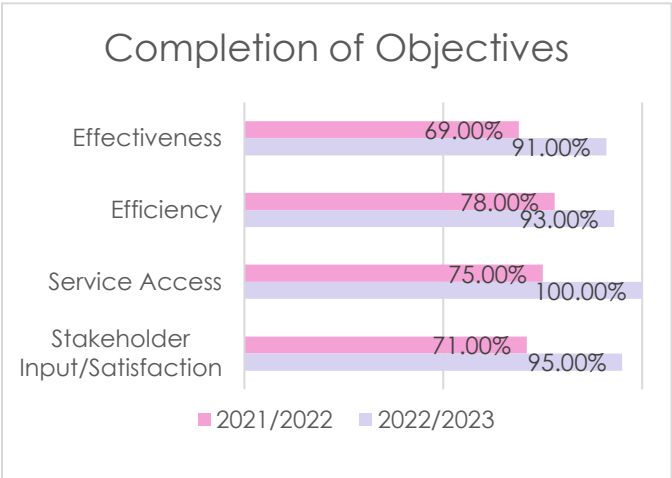
- Efficient data collection tools.
- Opportunities for small group events to offer increased services within individually funded hours.
- Caseloads are appropriate to funding levels.

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 2022/23 in completing its annual targets in four areas of its services: effectiveness, efficiency, access and satisfaction. As can be seen, there were significant increases over the previous year’s achievement, largely due to the easing of pandemic restrictions. One area of attention going forward is personal goal planning which has been impacted by the pandemic and staffing shortages over the past two years.

2 Services Profiles and Demographics

In the past year, Bethesda was blessed with the opportunity to provide a broad variety of services to approximately 320 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 Okanagan regions (see table below).

The number of people we supported in each area of service is shown in the table below. Many people receive more than one of our services, which leads to a total of 496 participants.

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

Bethesda Service	Participants	Region
Community Inclusion	122	Fraser Valley, Okanagan, Metro Vancouver
Employment	21	Fraser Valley
Family Support	103	Province-wide
Home share	54	Fraser Valley, Metro Vancouver
Intentional Community	18	Fraser Valley, Smithers
Respite	3	Fraser Valley, Metro Vancouver
Staffed-Supported Homes	84	Fraser Valley, Okanagan, Metro Vancouver
Summer Camps	45	Fraser Valley
Supported Independent Living	46	Fraser Valley
Total Participants	496	

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.



LIFE Services is a new service that launched April 27, 2023. A team consisting of a manager, and four coaches were brought together in the winter of 2022 to lead and implement the service. *From left to right*, coaches Ryan Gaskin, Gwen Anderson, Karina Urbanowski, Sarah Chapman, and manager, Caleb Wee.

2.1 Admission and Exiting Services

In the past year, we welcomed 33 new people who chose to use one or more of Bethesda’s services for the first time. The top three services new people are using are community inclusion (16 people) and home share (7 people). We also saw 15 people leaving our services, including those who passed away: Brad, Graeme, Kit, Lindsay, Patti, Sharon and Philip, who departed this life to be with our Lord, but remain in our hearts.

This past year, more people entered services than left services (52), including those who changed services within Bethesda. Community inclusion and summer camps saw the largest growth (+4 people) and employment services saw the largest decrease in people supported (-11 people). The latter may be seen as an indicator of success as many participants in employment services no longer required staff support to meet their employment goals.

Number of people entering or leaving each service.	Service	Entering	Exiting	Difference
	Community inclusion	18	14	+4
	Employment services	5	16	-11
	Family Support	1		+1
	Home share	8	5	+3
	Intentional community	2	0	+2
	Respite	1	1	0
	Staff-supported homes	9	10	-1
	Summer camps	5	1	+4
	Supported independent living	7	5	+2
	TOTAL	56	52	+4

For more information about Bethesda’s services, see bethesdabc.com/services/.

On Monday mornings, a vibrant community of people with diverse abilities comes together to worship at New Life Church in Abbotsford. Here, Casey leads the gathering in song. Together, they joyfully sing and worship, fostering inclusivity and love.



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



By tailoring each person’s plans, people are supported to engage in personalized activities and goals that encourage growth in their unique abilities and interests. Person-centered planning means honouring what matters most to each person, allowing them to thrive and shine in their own way.

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
- 2 Interpersonal relationships
- 3 Material well-being
- 4 Personal development
- 5 Physical well-being and mental health
- 6 Self-determination
- 7 Social inclusion
- 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 two years, 131 people participated in person-centred planning. Combined, they set 483 goals for themselves in all eight quality of life domains.

Emotional and spiritual well-being	61
Interpersonal relationships	47
Material well-being	30
Personal development	113
Physical well-being and mental health	125
Self-determination	57
Social inclusion	44
Rights	6
Total goals set	483

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.

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.



Stephen worked hard to complete a personal goal: to write and publish his autobiography. Stephen and his father Volker dedicated themselves to bringing Stephen's life story to the page, and after months of hard work, their efforts culminated in the publication of Stephen's autobiography, "I am Stephen: The Adventure of My Life". Through perseverance and support, Stephen's unique voice and story now has the opportunity to inspire others and leave a lasting impact.



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, 14 formal accessibility plans were created to address identified barriers.

- Architectural—6 plans
- Environmental—4 plans
- Transportation—2 plans
- Others – 2 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 2021, Bethesda was awarded a 3-year re-accreditation through the Commission on Accreditation of Rehabilitation Facilities (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's next re-accreditation survey will be in Spring 2024. For more information about accreditation please see <https://bethesdabc.com/about-us/#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.

- Safety committees meet monthly at each worksite to review health and safety risks and complete workplace inspections.
- The Joint Occupational Health and Safety Committee reviews agency-wide occupational 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 Senior Leadership 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 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 home living and community-based 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.



5.2 External Inspections

Licensing inspections occurred in 15 of our licenced homes this past year. External inspections by qualified professionals also occurred in 5 unlicensed locations. In all locations 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
- 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.

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. 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 106 critical incidents this past year, the majority were unexpected injury or illness. There was a dramatic drop in restrictive practices reported, largely due to the implementation of a safety plan for one person supported. There was also a significant drop in incidents related to aggression, partly due to more effective support strategies and partly due to a person leaving our services. Service delivery problem reports were due to a single incident in the community-at-large resulting in canceled services for a day for seven participants. The following is a summary of critical incidents in the past two years.

Type of Critical Incident	2022/2023	2021/22
Abuse/Neglect	1	2
Aggression	14	36
Choking	4	0
Death	5	5
Disease/Outbreak	9	2
Fall	14	7
Missing/Wandering	2	3
Motor Vehicle Injury	1	0
Other Injury/Illness	46	50
Restrictive practices	1	138
Service Delivery Problems	7	0
TOTAL	106	250

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. The jump in vehicle accidents was largely from accidents where the Bethesda driver was not at fault.

Type of Incident/Occurrence	2022/23	2021/2022
Service Delivery Problem	1	2
Vehicle Accident	16	5
Other	33	32
TOTAL	50	39

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.

- Updated financial management procedures, documents, and training to mitigate against financial mismanagement/abuse.
- CEO involvement in advocacy efforts through community meetings, participation in the BC CEO network board of directors, and participating in a survey to support the development of a compensation plan to present to government.
- Completed design for new accessible homes in Abbotsford and Surrey.
- Held new safety summit to support worker health and safety representatives.
- Created new process for supporting leadership performance in their probationary period.
- Created new family support and community development manager position, increasing Bethesda's capacity to support families and reach additional recruitment pools.
- Improvements to vehicle pre-trip inspections and monitoring.

6 Assets Management

6.1 Properties

Property Development Plan

Bethesda is on track with our goal of all Bethesda owned properties being fully accessible to meet the needs of those who live there, so they can age in place. At the start of the plan, Bethesda had 4 multi-level homes to be replaced with accessible homes. Last year we completed one of the new builds and are working towards a new build in Abbotsford where the former "Abby" home is located. The existing home will be taken down this spring with the new build starting this summer.

With the renovation of the Kingfisher home complete and the residents of the Abbotsford Home moved in, we've started a new renovation. Last year, Bethesda purchased a replacement home in Cloverdale for our home in Ladner. The renovation is well under way and will be ready for the residents to move in this summer, or once inspections by Fraser Health have been completed and approval granted. The renovation consists of updating the interior of the home, making it accessible, and landscaping.



The four people at Abbotsford Home moved into the newly renovated and accessible Kingfisher Home in February 2023. Here they are gathered with staff for their first meal together in their new home.

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 with Calibrate Group, www.calibrate.group/, the organization submitting the application on our behalf. With COVID causing delays coupled with the government restructuring the application process, we missed the June 2022 Phase 1 completion date. We are, however, back on track and working on Phase 2 (final stage) which brings Bethesda to the point of submitting the building application to the city of Abbotsford early 2024. The build itself will take 12 to 14 months to complete.

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 three vehicles with mobility assists. This year the plan is to replace three more of our aging mobility assist vans and purchase a new office vehicle.

7 Human Resources

7.1 Demographics

There were 450 members of staff last year. Measures of staff demographics show a mature and predominantly female workforce from year to year with an average of 7.7 years service (see the table below).

Staff Demographics	2022/23	2021/22	2020/21
Number of Staff	450	415	384
Average Age (years)	44.4	44.2	44.2
Percent Female	80%	82%	83%
Average Years Service	7.7	8.0	8.5

7.2 Recruitment and Retention

Over the past year, the HR department focused on recruitment. From April 1, 2022 to March 31, 2023 Bethesda hired 135 employees with 108 employees leaving. More employees were hired than left employment, which explains the increase in number of staff.

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 29 with a turnover rate of 6.4%. Of those that left last year, 34% resigned their permanent positions but continued to work at Bethesda as casual employees. Vocational change was the main reason for leaving at 25% with family/personal and return to school coming in at 17% and 12% respectively. The turnover rate of casual employees was 16.4%, resulting in 73 departures.

Employee Status	Percent Turnover Rate		
	2022/23	2021/22	2020/21
Permanent (part/full-time)	6.4%	11.7%	5.8%
Casual	16.4%	16.4%	13.7%

For new hires, the turnover rate was 41% this past year, i.e., 56 of 135 new staff left within the same year. Considering vocational change is the main reason that employees leave, recruitment is a challenge over all sectors as people are moving around more frequently as they may be finding employment that better suits their needs elsewhere. 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

Each site that had employees being recognized for milestone years did their own special recognition event. We acknowledged 51 staff members for 5, 10, 15, 20, 25 and 30 years of service. We also provided a special evening event in July 2022 by stand-up comedian, Leland Klassen, to appreciate all employees.

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.



Last summer, after the challenges of the COVID-19 pandemic, Bethesda hosted a staff appreciation event featuring local stand-up comedian, Leland Klassen. The laughter provided much-needed relief, fostering gratitude, friendship, and well-deserved recognition for the unwavering commitment and service of our employees.



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 2022, there were 17 employees who required time off work from injuries. All returned to work within the year except one who sustained an injury in December 2022 and returned to work in February 2023. We continue to see two major reasons for injuries: over-exertion or slip/trips/falls, with over-exertion being the predominate reason employees require time off work.



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 held a safety summit for health and safety worker representatives to provide extra training and an opportunity to learn how to promote safety in their respective workplaces. With the success of this event, the committee decided to continue to hold safety summits twice a year.

A Provincial Health Office (PHO) order in November 2021 requiring Bethesda employees to be vaccinated against COVID-19 was renewed in September 2022. Thirty-four employees continue to be on unpaid leave of absence for not meeting the requirement.

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 Spring 2023, Bethesda is planning to launch several new training modules in such areas as the importance of language, team culture and health, WHMIS and supporting personal finances.

Leadership development continues to be a key focus. In January 2023, we launched our leader-in-training program which offers employees in non-leadership positions the opportunity for orientation, mentorship, on-the-job experience, and formal workshops from Bethesda leaders and community professionals. Seven people participated in program's first cohort, which included 4 full participants and 3 honorary participants who participated in selected activities. The LIT Program prepares participants to step into leadership assignments both within and outside of their worksite.



A class receiving Mandt training. This training equips employees with insights into diverse behaviours and teaches techniques and approaches to assist people with empathy and confidence.



The first cohort through the new Leader-in-Training program, *left to right*, Jennie, Damian, Chhaya, Linda and Taylor. Tatiana and Corrina are absent from the photo.

7.5 Staff Satisfaction

181 employees submitted responses to the 2023 staff satisfaction survey out of 345 that were invited to participate (48.5% response rate). While this is an improvement over last year, 33.1% within the overall context of surveys over the past 5 years, 48.5% is consistent with other years.

The same survey has been distributed to staff since 2018. Over time, the average positive response rate to the 19 statements each year has increased, from an average agreement rate of 76.6% in 2018 to 86.5% agreement in 2023.

Employees were asked to rank their agreement from strongly agree to strongly disagree to statements covering four areas of staff satisfaction:

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

Staff responded to the statements with a high degree of agreement. There was an increase from previous years in percent with positive responses to each statement. The statements with the highest agreement rates were "I make a meaningful contribution to my workplace" (97.8%), "I clearly understand the expectations of my role" (93.9%), "my supervisor treats people with respect" (91.2%), and "I have a positive relationship with my supervisor" (90.6%). Staff also expressed strong agreement (over 90%) to statements about enjoying their work, resonating with the organization's vision, mission and values, and recognizing the organization's commitment to fostering a community of belonging.

Actual disagreement to statements (versus "agreement" or "neutral") was relatively low in 2023 with an average of 3.1% across statements. The three areas that had the lowest agreement were about the commitment of Bethesda to effective communication, co-workers talking openly about what needs to be done to be more effective, and working in an environment where the Christian faith is lived out.

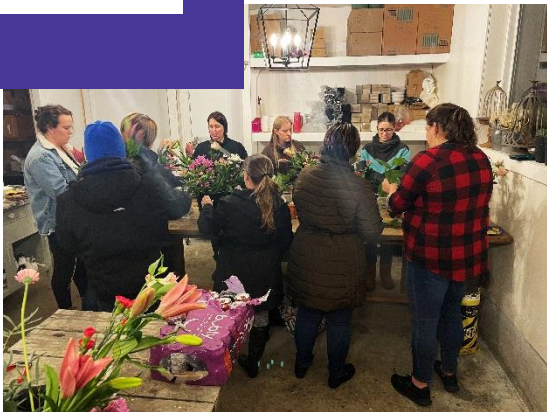
Of note, four of the statements that in previous years received the highest rates of disagreement have seen significant decreases in percent disagreement:

- "Effective communication throughout the organization"
2018 (30.7%) 2023 (7.2%)
- "Understanding of how Bethesda's vision, mission and values are reflected in our work"
2018 (18.6%) 2023 (2.2%)
- "I work in a motivating workplace"
2018 (17.6%) 2023 (2.2%)
- "Receiving regular feedback from supervisor"
2018 (17.1%) 2023 (5.0%)

The measures of staff satisfaction, over five years, have improved notably, and it appears related to the initiatives the organization has purposely undertaken. Each year, the staff satisfaction survey results are reviewed by the Bethesda leadership to choose what areas need work. Over the five years, the leadership has led initiatives in four key areas – staff training, staff appreciation,

leadership development and communications – with the goal of improving conditions in the workplace, especially in areas that have been identified as weaknesses. The consistent gains in staff satisfaction observed over the years are strongly correlated with these efforts. This positive feedback is encouraging and will strengthen the resolve to continue working on creating the best workplace Bethesda can be.

Bethesda leaders are promoting a culture of gratitude and recognition towards their staff members. As a gesture of appreciation, the team at Sardis Home received a generous assortment of cut flowers, allowing them to create their own personalized bouquets to take home and enjoy.



8 Stakeholder Satisfaction

Stakeholder satisfaction is measured through a variety of means, including informal feedback, surveys and other formal feedback. Stakeholder surveys were distributed to people receiving services, families, and supporting professionals in February 2023. The three stakeholder groups were asked to rate their satisfaction with statements that explored aspects of four themes:

WE ASKED ABOUT

- Staff & Caregiver Support
- Choices & Opportunities
- Relationships & Inclusion
- Home Environment

100% POSITIVE RESPONSE TO 9 QUESTIONS FROM PROFESSIONALS WE WORK WITH.
12 people responded

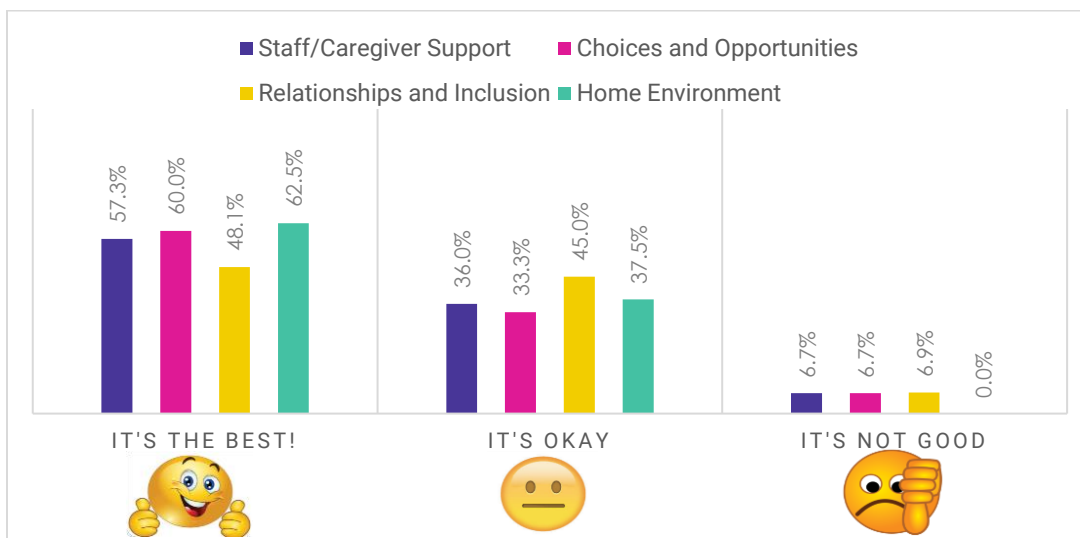
96% POSITIVE RESPONSE TO 15 QUESTIONS FROM FAMILIES OF PEOPLE WE SUPPORT.
72 people responded

2023 STAKEHOLDER SURVEY

- Staff and Caregiver Support
- Choices and Opportunities
- Relationships and Inclusion
- Home Environment (staffed-supported homes and home share only)

We asked respondents in two of the stakeholder groups, families and professionals we work with, if they were very satisfied, satisfied, dissatisfied, or very dissatisfied with several aspects of Bethesda services. There was a high rate from both these groups, families (96%) and professionals (100%), that were very satisfied or satisfied.

People receiving support were asked to rate each statement “It’s the best”, “It’s okay”, “It’s not good”. Over 95% of the responses were either “It’s the best” or “It’s okay.” See the chart below for percent responses to statements in the four categories of topics: staff or caregiver support; 2) choices and opportunities; 3) relationships and inclusion; and 4) home environment.



What We Heard From People We Support

People we support replied to the question “What do you like about Bethesda?” with 11 comments. These included the high-quality staff care and support they receive, the supportive and Christian environment, and their comfortable and enjoyable home environment.

Below are examples of comments from people receiving services.

Seven comments were received in response to the question “What could Bethesda do better?” These included staff speaking to them directly and respectfully, more stable staffing, inclusiveness and easy information, and more personal assistance.

What We Heard From Families

“I like that the support workers are there for me. And are up for anything!!!!”

“Loving, caring Christian home. People who care-give here really care.”

“Good staff, warm and welcoming. Easy to get along with.”

43 families responded to the question “What does Bethesda do well?” with comments about quality care and support, appreciation for the Christian environment, and interpersonal relationships. 36 participants had suggestions for improving the quality of support. These included more regular communication about their loved one, more social events for supported people, maintaining compassion while running an accountable organization, maintaining Christian-centred culture, and issues associated with staff shortages. There were numerous other specific issues brought forward that are being addressed on an individual basis.

“They were the first group we worked with after trying for over a year to advocate for help... and they listened... and actually helped!”

“Very strong relationships and incorporation of faith throughout the programming. Circle of Friends with its emphasis on invoking participants in worship.”

“The support for our daughter, and love, patience shown to her is outstanding. This is her home, she feels very comfortable and we as the parents feel very comfortable visiting. We are always welcomed, and know our daughter is so well looked after.”

What We Heard From Professionals

Four professionals left comments about the high quality and care of staff, the person-centred care and attention placed on the people supported, the use of Bethesda’s database information sharing system, and good communication with family members and themselves.

Constructive ideas for improving the quality of support included restoring connections for in-community inclusion experiences, more consistent staffing, continued training for managers to support their staff and quicker responses to referrals in the community.

"Very knowledgeable and caring staff."

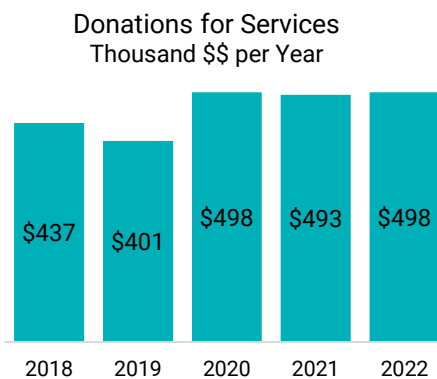
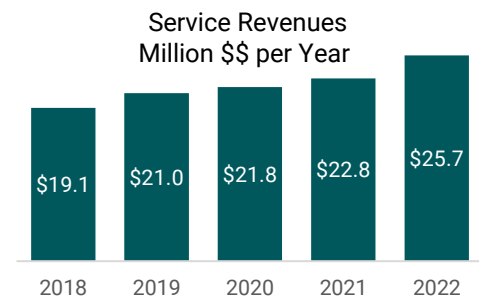
"Person-centred care in an environment that makes supported people feel at home."

"Good communication during times of a critical incident – timely reporting"

"Keeping family members involved and continued efforts to involve family visits and communication."

9 Finance

Bethesda's overall revenues increased from \$22.8 million last year to \$25.7 million this year. The increase was from a general growth of contracts with Bethesda's primary funder, supported wage increases by all our government contracts; continued operations of Mephi's Place, supported by the Ministry of Children and Families; and our 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 received for donation-based services by Bethesda this year were \$498,000 (see donations chart). This portion of revenue funded ongoing service 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 yearly campaign plays a vital role in gathering funds to support essential services that aren't eligible for government support. Our efforts resulted in a fundraising total of \$134,403, which accounts for 67.2% of our \$200,000 target. While this is a decrease compared to last year's achievement of 84.9%, it offered a promising start to the year as we strategized ways to assist families and we still met our annual donation goal. With the easing of COVID restrictions, we were delighted to resume our week-long Camp Bethesda at Stillwood Camp. Additionally, we had another successful summer day camp that provided support to children with diverse abilities and their families.

In our pursuit of expanding the support we provide to families, we explored creative methods to increase the number of monthly contributors. Alongside our engaging social media stories and persuasive appeal letters, we sought to enlist the support of friends of the families we support, introducing them to the benefits families receive and encouraging them to consider becoming monthly donors. To this end, we organized a Family Fun and Fundraising Evening within the Community Inclusion space of our new office, inviting families to bring their friends along. The event offered an array of games, kids' activities, snacks, and a safe space for youth to freely express themselves. Although the event received a positive response from families, it didn't yield the desired number of monthly donors. However, we learned valuable insights from the experience, which we plan to utilize in organizing other family-centric events and exploring additional avenues to further enhance our services and forge new relationships.



The Family Fun and Fundraising Evening, welcomed families to our new office and offered a safe space for their children to play. Parents often talk about the stress of taking their kids with diverse abilities out to public play spaces and experiencing hurtful looks or remarks from strangers. It was encouraging to see families with kids with diverse abilities having a great time at the Family Fun Evening in October. It was a safe space for kids to be themselves and parents to relax knowing there was no judgment, only love and unquestioning support.

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.



Chilliwack Christian Junior Hockey League and Fraser Valley Christian Junior Hockey Association, faced off in a three-game charity tournament. It was an honour for Bethesda to be a part of this event, and for three of the people we support, Mac, Molly, and Kya, to drop the puck to kick off each game. We are grateful to have been chosen as the charity of honour for this tournament and to receive the proceeds - \$4,371.



10 Strategic Plan

In June 2018, Bethesda launched its 2018-2023 5-Year Strategic Plan. All five priorities had significant progress by the end of 2022/23. Bethesda will continue to work on completing these priorities before planning begins for the new strategic plan in May 2023.

Strategic Plan Priority	2022/23 Target Completion
1. Capacity to respond to service needs.	90.6%
2. Effective marketing and communications systems and practices.	100%
3. Effective staff leadership development and succession practices.	100%
4. Engaged and equipped staff.	93.4%
5. People receiving services empowered as leaders and decision-makers.	100%

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

Strategic Plan Outcome	Year 5 Targets Completed
Capacity to Respond to Service Needs	<ul style="list-style-type: none"> • New property purchased in Cloverdale for staff-supported home. • Meetings with churches in Abbotsford and Chilliwack to strengthen community connections. • LIFE services prepared for launch in April 2023. • Implemented a community development plan. • Developed advanced care planning module.
Effective Marketing and Communication Systems and Practices	<ul style="list-style-type: none"> • Developed short stories for newsletters to demonstrate Bethesda's core values. • Held 3 CONNECT meetings to bring together staff and senior leadership in collaborative dialogue. • Participated in Inclusive Employer Excellence awards.
Effective Staff Leadership Development and Succession Practices	<ul style="list-style-type: none"> • Launched new Leader-in-Training program. • Established succession plan for director roles.
Engaged and Equipped Staff	<ul style="list-style-type: none"> • Partnered with Trinity Western University student for research project on recruitment. • Completed non-profit leadership course offering in Leading Through Conflict and Difficult Conversations. • Started new video series for senior leadership to increase communication channels with staff. • Established plan for increasing training and resources for front-line staff on key resource assignments.

People Receiving Services Empowered as Leaders and Decision-Makers

- Added “Importance of Language” video and discussion to plan for staff training.
- Provided support to self-advocates to incorporate their ideas into staff training.
- Created a “get to know me” page on ShareVision to help self-advocates with sharing their story.
- Established regular self-advocate meetings and staff supports.
- Established process for self-advocates to review if Bethesda is achieving and operationalizing its values.



Capacity to respond to service needs. A new service, LIFE Services, was developed throughout the year and launched at the end of March 2023 to offer skills learning and guidance for people looking for employment and to create a life full of purpose and fulfillment.

11 Governance

11.1 Board of Directors

The board of directors 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 2022/23 fiscal period. 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 51st annual general meeting was held on September 15, 2022 at Bethesda's provincial office. We welcomed approximately 120 members, staff, and persons supported. We celebrated God's faithfulness to Bethesda over the last 51 years, especially over the last year as we started to emerge from the pandemic.

The evening also included a video presentation of the Diana Buurman award to Marianne Peters, a long-time volunteer at Chilcotin Home. We said goodbye to three retiring board directors and the membership elected two new directors to their first 3-year term, and one director 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 2021/2022.

As this was the first AGM where we could meet in-person again after the pandemic, preceding the AGM, we enjoyed an outdoor catered meal together. It was very heartening to reconnect and enjoy time together.

The AGM was held in September 2022 with people we support, families and staff attending. Board Director George Boer and CEO Jody Siebert opened with a greeting and prayer (*photo below*). The outdoor gathering and meal were followed by the annual meeting (*photo on right*).



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 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.



Having a received a nomination in the non-profit category, Bethesda CEO, Jody Siebert, Rachel Ludwig, board president, and the executive team attended the Abbotsford Business Awards in November 2022.

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 equal opportunities and 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 professionals 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.



At left: In September 2022, Jody (CEO), Rodney (director of Family Support and Community Development) Rachel (board president) and former director, Joyce Vander Hoek, were invited to attend a “10+1” year anniversary celebration of Sparrows Apartment in Smithers. Sparrows Apartment was opened in 2011, making it possible for six adults to live independently with support and to remain close to their families in the region. Below: The event and BBQ was attended by the residents, families and supporters in the community.



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:

- Focus on recruiting and retaining quality staff and making Bethesda an employer of choice.
- Enhance our leadership development offerings for current and emerging leaders.
- Develop Bethesda’s new strategic plan.
- Expand and develop our Children’s Respite Services and new LIFE Services.
- Continue development of accessible homes in the Lower Mainland.
- Continue planning for an inclusive housing opportunity in the Lower Mainland.
- Prepare for transitions in senior leadership due to planned retirements.
- Continue to serve as leaders in sector-wide groups, including the BC CEO network board, CFO group, and HR professionals’ group.
- Prepare for our 2024 CARF survey to ensure Bethesda meets all relevant standards.
- Increase focus on supporting personal goals and community engagement for people receiving services that were impacted by COVID-19 pandemic and staffing shortages.

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 continue to 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.