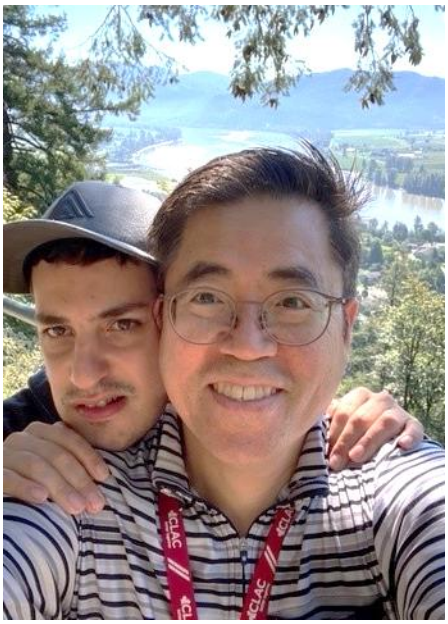
OUTCOMES MANAGEMENT REPORT

2025







A Review of

Goals and Accomplishments

in 2024/25

Bethesda

Faith. Service. Inclusion.

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Message from Tori Dalair, CEO

Let all that you do be done in love. 1 Corinthians 16:14



Each year, when we pause to reflect through the Outcomes Management Report, we are given the gift of perspective—a moment to look back, give thanks, and recommit ourselves to the calling God has placed on our hearts.

This past year reminded us of the strength found in staying grounded—in our faith, mission, and commitment to excellent care. In February, we underwent our largest CARF accreditation review, with six surveyors from Canada and the U.S. We were deeply encouraged by their feedback, which affirmed the positive impact of our work and the sense of belonging we foster. Their recognition reinforced our purpose: to love God, love people, and provide compassionate, person-centered support. To learn more, visit bethesdabc.com/about-us/#Accreditation.

We remain steadfast in our commitment not to compromise the care entrusted to us. Grounded in our core values, we continue to prioritize reciprocity and relationships, believing that it is through meaningful connection that we grow stronger together. We are so incredibly blessed by the people we have the privilege of supporting—their stories, strength, and trust inspire us daily.

We are equally blessed by our remarkable team from our dedicated direct support staff, to our incredible admin team working faithfully behind the scenes, and our humble, compassionate leadership who serve with servant-hearted dedication. How you show up each day with integrity and love has made a tangible difference, and this year's accreditation affirmed what we already know to be true: you are a blessing.

We also want to extend our deepest appreciation to the families and supporters who walk alongside us. Your trust, encouragement, and partnership are invaluable. You are an integral part of our community, and your unwavering support strengthens our mission and allows us to continue providing this much-needed care.

In these pages, you'll find more than just data and reports—you'll find the heartbeat of our shared mission. We hope this report reminds you, as it does us, that excellence in care is not simply a professional standard—it's a spiritual calling, a reflection of God's love lived out daily.

Thank you for journeying with us, for giving your best, and for building a community where everyone belongs and is valued. We couldn't do what we do without each of you, and we couldn't be more thankful.

With gratitude,

Tori Dalair

Tori Dalair, CEO


















Birthdays and celebrations of holidays are greatly anticipated occasions where people receiving our services can share these special times with each other, their families and staff.

1 Performance Measurement and Management

The Outcomes Management Report presents key data and performance metrics that offer a clear view of how effectively we are achieving our service objectives, strategic goals, quality benchmarks, and overall mission. While the numbers provide a quantitative snapshot of Bethesda's operations, each figure also tells a deeper story—one that reflects the people, efforts, and impact behind the statistics. This report seeks to illuminate both the measurable outcomes and the meaningful narratives that drive our continued progress.

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/LIFE, home share, staff-supported homes, children's respite, 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 43 objectives we set out as targets in the six accredited services.

Below are some of the 43 targets that were set in each of our services.

Effectiveness Objectives

- People experience meaningful relationship and inclusion in community.
- People have the opportunity to set and achieve personalized goals.
- People have increased natural supports and independence in their life.
- People attain gainful and meaningful employment.
- Persons supported experience quality of life.
- Families experience improved stability as a result of respite services.

Efficiency Objectives

- Service level hours are fully utilized to ensure maximum delivery of services and offer additional services.
- Caseloads are appropriate to funding levels.
- Staff are equipped with the time and training to complete administrative tasks
- Respite care is provided in a timely manner for new requests.

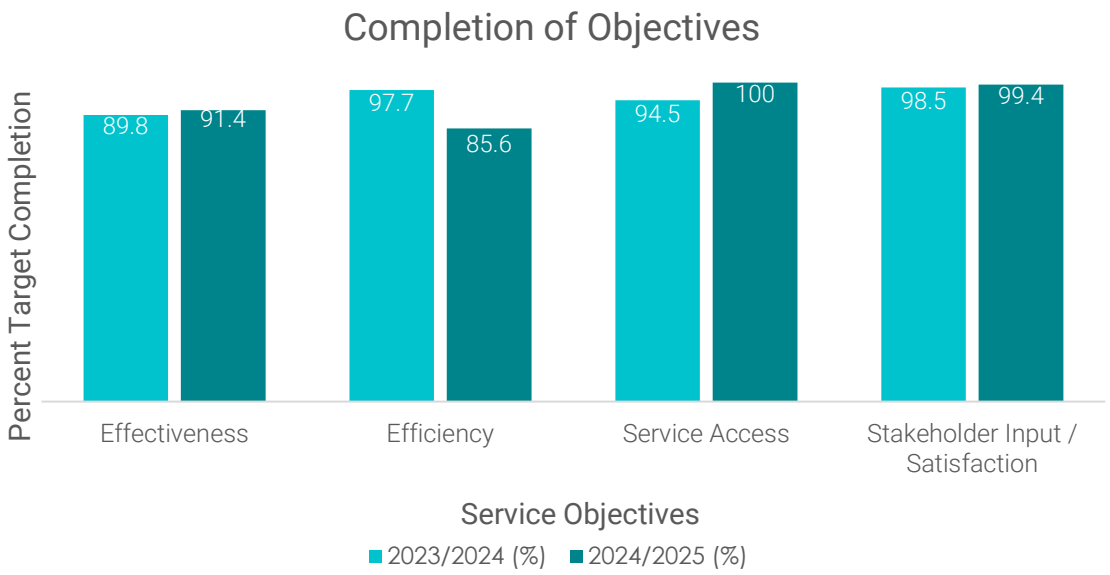
Service Access Objectives

- Access to other services is provided to those who have requested and not been able to receive them.
- Access to donation funding for people with diverse abilities who do not receive CLBC funding, so they can receive selected services.
- Service is adaptable to meet the needs of families already receiving services.
- Support is offered with navigating the process of accessing services.

Stakeholder Input and Satisfaction Objectives

- Persons served have input that results in quality services.
- Persons served express overall satisfaction with services.
- Family members express overall satisfaction with services.
- Employers have opportunity to provide feedback on involvement with Bethesda's services.

The chart below shows the progress Bethesda made in 2024/25 in completing its annual targets in four areas of its services: effectiveness, efficiency, service access and stakeholder satisfaction. As can be seen, the significant progress made last year was upheld and, in most cases, exceeded in 2024/2025. Efficiency dropped by 12% due to not meeting our service objectives of Service Level Hours being within +/-3% of funded hours within Community Inclusion and Supported Independent Living. These services under-delivered in 60% of CI services and 67% of SIL services due to funded vacancies, vacant positions and lack of casual employees. Due to the unique matches for Supported Independent Living, we are finding that it is difficult to backfill regular staff. Once the hours fall behind, it is difficult to backfill or provide additional support temporarily. Over the next year, we aim to allocate all applicable hours to positions and then explore creative ways to backfill any remaining hours.



2 Services Profiles and Demographics

Over the past year, Bethesda has been honored to provide a broad range of services to approximately 350 people with diverse abilities—and their families—across the province. At the heart of everything we do is our mission: *to support and empower people of all abilities and their families to thrive, and to foster a deep sense of belonging as we journey together through life's joys and challenges.* This mission guides our every action.

Our vision further inspires us: *a community where people of all abilities flourish—sharing their God-given talents, being embraced for who they are, and stepping forward as leaders and decision-makers in their own lives.* Every service we deliver brings us one step closer to making this vision a lived reality.

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. Many people receive more than one of our services, which leads to a total of 522 participants in all services.

Bethesda Service	Participants	Region
Community Inclusion	142	Fraser Valley, Okanagan, Metro Vancouver
Employment/LIFE	13	Fraser Valley
Family Support	115	Province-wide
Home share	55	Fraser Valley, Metro Vancouver
Intentional Community	18	Fraser Valley
Respite	3	Fraser Valley, Metro Vancouver
Staffed-Supported Homes	81	Fraser Valley, Okanagan, Metro Vancouver
Summer Camps	45	Fraser Valley
Supported Independent Living	45	Fraser Valley
Total Participants	**522**	

Most of our services are funded on a per-person basis through contracts negotiated with Community Living British Columbia (CLBC), the Ministry of Children and Family Development (MCFD), and the Ministry of Health. In addition, generous donations from Bethesda campaigns and fundraising appeals allow us to offer services that fall outside government funding or to enhance the impact of existing publicly funded programs. These include family support, supported independent living (SIL), employment services, and summer camps.

Donor contributions also enable us to serve individuals and families who may not qualify for government-funded support, ensuring that no one is left behind due to eligibility constraints. All of our services are regularly monitored for quality and compliance by the Ministry of Health (MOH), the Commission on Accreditation of Rehabilitation Facilities (CARF), and other contracted inspectors.

Bethesda's services, while centred in the Fraser Valley, also includes a cluster of homes in the Richmond area and in the Okanagan. At right are three of the people living in a Richmond Home–Ada, Megan, Rachel, along with staff–participating in the Canada Day Walk in Steveston.



2.1 Admission and Exiting Services

In the past year, we welcomed 39 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 (13 people) and summer camps (9 people). We also saw 29 people leaving Bethesda, including those who passed away: Carolyn, Gord, Lenora, Norbert, and Trudy who departed this life to be with our Lord, but remain in our hearts.

This past year, more people entered individual services (39) than left them (29), including those who changed services within Bethesda. LIFE/Employment Services (+5 people) and Summer Camps saw the largest growth (+4 people) and family support and SIL (supported independent living) saw the largest decrease in people supported (-2 people).

Number of people entering or leaving each service. Note the total numbers include people who received multiple services.

Service	Entering	Exiting	Difference
Community inclusion	13	10	+3
Employment/LIFE	6	1	+5
Family Support	3	5	-2
Home share	5	3	+2
Intentional community	0	0	0
Respite	2	1	+1
Staff-supported homes	4	4	0
Summer camps	9	5	+4
Supported independent living	3	5	-2
TOTAL	45	34	+11

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

Jade, *right*, and her family are supported through our Children's Respite program. This service offers families essential time to rest, recharge, and attend to their needs, helping to sustain their well-being and resilience. For the young people, Children's Respite is a joyful and engaging space where they can form meaningful connections and experience a genuine sense of belonging within a caring community. Supporting children and their families in this holistic way is an expression of Bethesda's mission.



3 Person-Centred Planning

Person-centred planning is a collaborative approach that focuses on the unique strengths, preferences, needs, and aspirations of people with diverse abilities and their families. Key principles of person-centered planning include:

1. Respect: Recognizing and valuing the dignity, autonomy, and rights of people of all abilities.
2. Empowerment: Supporting people of all abilities to make informed choices and decisions about their life.
3. Collaboration: Involving people of all abilities and their support network in the planning process.
4. Flexibility: Being responsive to the changing needs and preferences of each person over time.
5. Holistic approach: Considering all aspects of the person's life, including social, emotional, physical, and spiritual dimensions.
6. Strengths-based: Identifying and building upon the person's strengths, talents, and abilities.

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

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.

Emotional and spiritual well-being	152
Interpersonal relationships	232
Material well-being	75
Personal development	508
Physical well-being and mental health	579
Self-determination	215
Social inclusion	242
Rights	22
Total goals set	2025

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.



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. *Left to right*: David voted in the 2024 provincial election; Kya and Yoshi led a town hall meeting inviting people we support to become involved in self-advocacy; Vera (in front) found her sister (and other family members) after several years of losing contact and reunited with her on her birthday.

3.2 Accessibility Planning

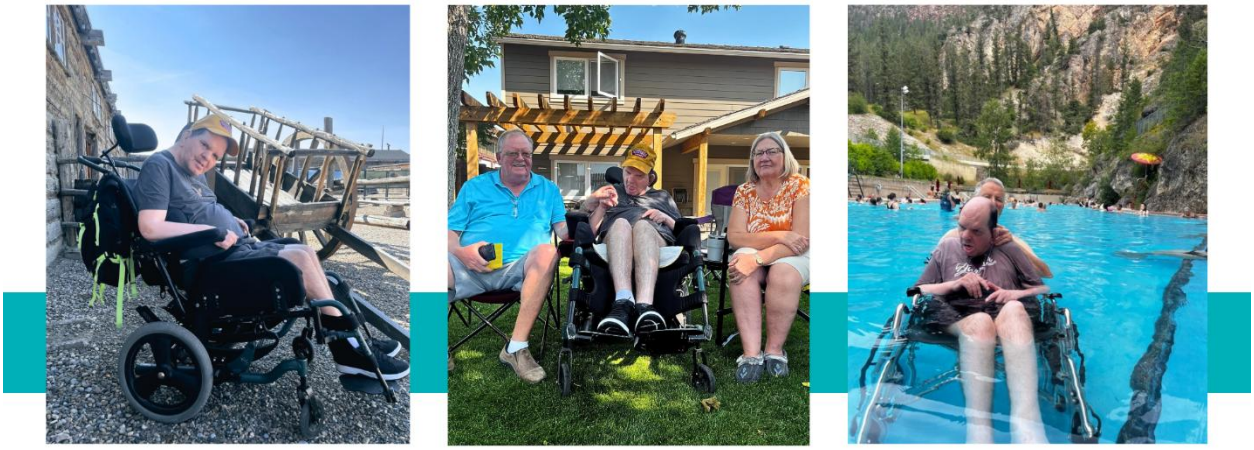
Bethesda's Accessibility Plan identifies and plans, as much as possible, for the removal of barriers in the lives of the persons served. Barriers could include, but are not limited to:

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

In the past year, 16 formal accessibility plans were created to address identified barriers.

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

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



A recent road trip brought smiles, sights, and special moments as Casey traveled to visit his siblings and parents in southern Alberta. Accompanied by two support workers, he enjoyed a safe and enriching journey—soaking in the soothing waters at Radium Hot Springs (*right*), stepping back in time at a pioneer village and fort (*left*), and most importantly, reconnecting with family (*centre*). These kinds of trips are part of how we support people who live far from loved ones, helping make visits more accessible and less stressful for both the person supported and their family.

4 Accreditation

In February 2025, Bethesda underwent our scheduled accreditation review with the Commission on Accreditation of Rehabilitation Facilities (CARF). This evaluation was conducted by a six-member survey team—the largest group we have welcomed to date—comprised of professionals from both Canada and the United States. Their comprehensive review offered an invaluable opportunity to reflect on our practices with both humility and confidence. We are pleased to report that Bethesda was awarded a three-year re-accreditation, receiving only two recommendations. This result stands as a meaningful affirmation of our commitment to

excellence in service and our purpose in loving God, loving people, and delivering person-centred support.

CARF accreditation is an internationally recognized mark of quality, signifying adherence to rigorous standards in service provision. It assures stakeholders and the broader community that Bethesda continues to meet—and in many areas, exceed—those standards. Key areas of focus include:

- Person-Centred Service Delivery: Ensuring individualized, integrated approaches tailored to the unique needs of each person served;
- Continuous Quality Improvement: Applying CARF standards to promote ongoing enhancement across all service areas;
- Effective and Accountable Management: Utilizing outcome-based and cost-efficient practices aligned with organizational goals;
- Robust Safety and Emergency Protocols: Meeting or surpassing municipal and provincial standards for health and safety;
- Excellence in Human Resource Practices: Supporting staff recruitment, retention, and professional development to sustain a skilled and engaged workforce.

The next accreditation survey will be scheduled for early 2028. For further information, including access to the accreditation report, please visit: 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, our staff, and the organization as a whole.

As part of our ongoing commitment to the health and safety of every 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. Each identified risk has a corresponding critical response to mitigate potential impacts.

Safety committees meet monthly at each worksite to review health and safety risks and complete workplace inspections.

The Joint Occupational Health and Safety Committee (JOHS) conducts a monthly review of agency-wide occupational health and safety risks, ensuring appropriate follow-up and corrective actions are implemented.

The Executive Team also meets monthly to assess financial, legal, and overall organizational risks, determining effective mitigation strategies.

The Risk Management Team—comprising members of the senior leadership team—reviews agency operational risks three times per year, identifying trends and developing action plans to address areas of heightened concern. Recommendations from these reviews often lead to updates in policy, staff training, or agency-wide strategic initiatives.

The board of directors reviews the agency's risk register three times a year to ensure that risks are being appropriately managed across all domains.

Health and safety issues frequently emerge at the resource level. These occupational risks are escalated from local safety committees to the JOHS committee for broader assessment and response. In addition, the Director Team convenes monthly to review acute risks associated with Bethesda's services.

This past year, Bethesda completed its first WorkSafeBC Certificate of Recognition (COR) audit, receiving an outstanding 92% rating. The COR program is a voluntary initiative that recognizes employers with health and safety management systems that meet industry standards. Achieving certification not only affirms our commitment to a proactive health and safety culture but also strengthens our credibility with community partners, enhances employee engagement, and contributes to financial sustainability through potential premium rebates.

This accomplishment highlights the effectiveness of our internal safety processes, the strength of our training programs, and the collaborative efforts across all levels of the organization to prioritize safety as a shared responsibility.

Key Risk Management Areas of Focus This Year:

- Emergency preparedness, including wildfire response planning in the Okanagan
- External inspections
- Monitoring reviews
- Incidents and occurrences
- Safety committees
- Quality improvement measures

Outcomes from the past year related to each of these areas are discussed 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, system failures, and other disruptions of service.



Fire drills, such as the one at the provincial office (*left*), occur regularly at each resource and workplace.

5.2 External Inspections

Licensing inspections were conducted in 14 of our 15 licensed homes over the past year, with all receiving a low hazard rating. Additionally, two unlicensed locations underwent external inspections by qualified professionals. Across all inspected sites, Bethesda received the lowest possible hazard rating, demonstrating our firm commitment to providing safe, supportive living environments for individuals with diverse abilities.

5.3 Monitoring Reviews

Three types of monitoring reviews—internal reviews, home share monitoring, and CLBC monitoring—occur to ensure that services meet service outcomes and performance expectations.

1. Internal reviews occur at all locations by the director overseeing the resource. The reviews evaluate selected indicators to ensure that expectations are met in such areas as: OBJ

    - 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.

2. 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.

3. 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 113 critical incidents this past year, the majority (53) were unexpected injury or illness. There was an increase in incidents involving aggression (28 in comparison to 20 the previous year) as well as falls (20 in comparison to 14 the previous year). The following is a summary of critical incidents in the past two years.

Type of Critical Incident	2024/2025	2023/24
Abuse/Neglect	0	2
Aggression	28	20
Choking	1	0
Death	2	2
Disease/Outbreak	1	0
Fall	20	14
Missing/Wandering	3	0
Other Injury/Illness	53	56
Other (unclassified)	6	1
Restraint	4	2
Medication Error	1	1
TOTAL	113	98

Bethesda also tracks occurrences that 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.

Type of Occurrence	2024/2025	2023/24
Behaviour	235	187
Fall (not requiring medical attention)	118	88
Illness or injury (not requiring medical attention)	39	21
Seizure (not requiring medical attention)	26	27
Other	45	32
TOTAL	463	355

5.4.2 Critical Incidents and Occurrence Reports – 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	2024/25	2023/2024
Other resource / non-employee	31	32
Vehicle Accident	12	12
TOTAL	43	44

5.5 Safety Committees

Each worksite has a safety committee consisting of an employer and a 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.

- Finances:
    - Fundraising Committee is reinvigorated and is evaluating future fundraising for ongoing support and resources not covered by government funding.
    - Continuing to advocate for capital project funding to have amortizing liens on properties or find other sources of revenue to fund future capital projects.
    - Growth with MCFD Child Respite.
    - Regular (quarterly) review of statements to review overspending.
    - Updated resource financial audit procedures
- Staff Health and Safety:
    - Started new manager of employee health and well-being position.
    - Successfully passed first Certificate of Recognition (COR) audit with 92% score.
    - New processes, tools, and policies developed in response to recommendations from the COR audit.
    - Enhanced JOHS agenda to include sections on employee well-being and supporting new managers.

    - Trained two new Mandt instructors.
    - Held safety summits in April and October 2024.
    - Formed new committee to focus on mental health and employee psychological health and safety.
- Staff Performance
    - New workplace investigations program developed, including comprehensive training and resources.
    - Updated policies and guides related to correction/discipline.
    - Plan and resources put in place to follow up on outstanding Class 4 licenses.
- Independent Contractors:
    - Update home share contract to reflect recommended best practice standards.
- Information Security
    - Assessment conducted on hardware requirements to increase cyber security.
    - Moved forward with multifactor authentication in March 2025.
- Properties and Vehicles:
    - Completed move to new Jackson Home to improve accessibility challenges and risks.
    - Purchased new property in Abbotsford to build new accessible home to replace existing home with accessibility barriers.
    - Enrolled in Abbotsford Police watch program to enhance safety and security at the provincial office.
- Staff Recruitment and Retention:
    - Implemented class 4 driving group sessions to help staff prepare for learners and 1:1 road trip prep session.
- Emergency Response:
    - CEO and director attended workshop on Emergency Preparedness and Evacuation.
    - Created new “Extreme Weather Protection” policy to replace “Extreme Heat Safety” policy and offer expanded guidance.
- Organizational Profile
    - Plan developed to increase targeted communications for Lend-a-Hand Campaign.
    - Continuing engagement with associations to increase awareness of agency risks, including BC CEO Network and Canadian Centre for Christian Charities.

6 Assets Management

6.1 Properties

Property Development Plan

Bethesda is on track with its goal of all Bethesda-owned properties being fully accessible to meet the needs of those who live there, so people can age in place. At the start of the plan in 2021, Bethesda had three multi-level homes to be replaced with accessible homes. To date we have completed two new builds, Cameron and Jackson Home, and a permit application has been submitted for our third home (Surrey Home).



Jackson Home is a purpose-built, accessible home to four women who previously lived at Clearbrook Home. Jackson sits on the site of the former Abbotsford Home that was demolished in the fall of 2023.

In addition, Bethesda purchased a home in Cloverdale to replace its home in Ladner. The renovation of Cloverdale Home is complete and we plan to move in this spring and sell the Ladner Home. The Abbotsford Home was also significantly renovated for increased accessibility and renamed Kingfisher home.

Intentional Community in Abbotsford

In 2021, Bethesda began initial planning for the development of an intentional community adjacent to our provincial office on Emerson Street in Abbotsford. Although the project experienced some complications and delays, we are pleased to share that progress has resumed.

Our pre-application has been approved, and we are now working toward the completion of Phase 1—the feasibility study—which we anticipate will be finalized and submitted for approval by late 2025. If the project is deemed viable and the necessary financial resources are secured, we will proceed to Phase 2, the final stage of the development process. At that point, Bethesda will be in a position to submit a formal building application to the City of Abbotsford.

Once approved, construction is expected to take approximately 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. A vehicle replacement plan is in place to ensure the annual allocation of expenditures. This past year Bethesda replaced three vehicles with mobility assists and purchased a new passenger van for Summer Camps and the Provincial Office to share. This year, the plan is to replace two additional aging mobility assist vans and one passenger van.



Tapestry Community Inclusion received a new van in 2024. Linda (*left*) is discussing its features with Gwen.

7 Human Resource

7.1 Demographics

There were 434 members on staff at the end of last year. This is an increase in staff from 432 in 2023/24 which reflects our overall staffing stability and meeting staffing resource needs. Measures of staff demographics show a mature and predominantly female workforce from year to year with an average of 7.8 years service (*see the table below*).

Staff Demographics	2024/25	2023/24	2022/23
Number of Staff	434	432	450
Average Age (years)	44.0	43.9	44.4
Percent Female	78%	78%	80%
Average Years Service	7.8	7.6	7.7

7.2 Recruitment and Retention

Over the past year, the HR department continued to focus on recruitment and retention. From April 1, 2024, to March 31, 2025, Bethesda hired 89 employees. In total, 85 employees left employment with Bethesda. We are encouraged to see a positive trend in the quality, experience, and character of our new employees.

The turnover rate is a measure of staff retention, calculated as the percentage of staff who leave within a given year. The turnover rate is calculated separately for both permanent staff (including part-time and full-time staff) and casual staff. The number of permanent staff who left last year was 14, with a turnover rate of 3.2%. The turnover rate of casual employees was 16.0% with 71 departures. Vocational change, family/personal, and return to school all came in at 13.8% for the main reason for leaving. It is noteworthy that only 4.6% of resignations were due to dissatisfaction with employment, suggesting that external factors played a significant role in driving turnover.

	Percent Turnover Rate		
Employee Status	2024/25	2023/24	2022/23
Permanent (part/full-time)	3.2%	9%	6.4%
Casual	16.0%	20.1%	16.4%

For new hires, the 12-month turnover rate was 32.6% this past year, meaning that 29 of the 89 new hires who left employment had been with Bethesda for 12 months or less. Recruitment is a challenge across all sectors, as people are seeking to add second and third jobs due to the increasing cost of living. This also impacts our retention as people move on to other employment opportunities, pursue post-secondary education, or relocate to more affordable communities. With increased compensation due to the new collective agreement, a stronger focus on employee

well-being, and opportunities for staff development and growth through our staff training and leadership development initiatives, we hope that Bethesda will see improved trends in attracting and retaining employees in the years ahead.

7.3 Employee Recognition

Each site that recognized employees for milestone years held its own special recognition event. We acknowledged 49 staff members for 5, 10, 15, 20, 25, 30, and 45 years of service. We have decided to host a special evening event in July 2024 for staff in the Lower Mainland region at the Outdoor Experience at Aldergrove Community Centre. For staff in the Okanagan, an appreciation event was held at Elysium Gardens. In addition to this joint celebration, each resource in Kelowna and Penticton hosted its own separate appreciation events.







Bethesda staff and their families were invited to an evening of fun and relaxation at the waterpark in Aldergrove. Over 300 staff and family members attended. Bethesda was able to rent the entire waterpark with the support of generous corporate donors.

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.

> *"We had an absolute blast with many of you and your loved ones at the outdoor experience on July 31. It was such a privilege to acknowledge our deep appreciation for you in this fun way! This was our most successful appreciation event, with over 300+ people enjoying their time together! I wanted to extend a big thank you to the event planning committee and everyone who supported making this event happen – they did an incredible job! I also want to especially thank our staff for bringing your friends and family. It was a thrill to celebrate with you! Your contributions in your role make a difference every day." - Tori Dalair, CEO*

7.4 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 cover time off work, and avoid increases in WorkSafeBC premiums.

In 2024, 19 employees required time off work due to injuries. The two major reasons for time-loss injuries continue to be over-exertion or slips/trips/falls, with over-exertion being the predominant reason employees require time off work. Overexertion injury prevention has been identified as a key focus area for the following year.

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 hosted two safety summits for worker health and safety representatives, providing extra training and opportunities to learn how to promote safety in their respective workplaces.

In 2024, we successfully completed our first Certificate of Recognition (COR) audit, marking a key milestone in our ongoing commitment to enhancing occupational health and safety. The audit offered valuable insights to enhance our systems and further strengthen our efforts in maintaining a safe, healthy workplace.



Last fall, Bethesda completed its first Certificate of Recognition (COR) audit through WorkSafeBC. The COR program acknowledges employers who meet high standards in occupational health and safety. Participating in COR strengthens our safety practices and supports our culture of caring and accountability. Our success demonstrates our commitment to protecting staff and those we support.

7.5 Training

Bethesda offers a robust training program to new and current employees, including Mandt, Respectful Workplace, occupational health and safety, autism, Bethesda Levels, first aid, FoodSafe, and required quarterly modules on various topics.

Leadership development remains a key focus. In January to March 2025, five staff members went through our third annual Leader-in-Training (LIT) 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. The LIT program prepares participants to step into leadership assignments both within and outside of their worksite. Last year, four LIT graduates are now looking to take a more active role in supporting their managers with responsibilities at their resource. A fifth graduate began a managerial role in June 2025.



Introduction session for the 2025 participants in the Leaders in Training program. The LIT program offers aspiring support workers to pursue leadership growth with a 10-week program of orientation, mentorship, on-the-job experience and workshops.

7.6 Employee Engagement

In March 2025, Bethesda sent out our employee engagement survey. 215 employees submitted responses to the 2025 survey out of 434 that were invited to participate (49.5% response rate, which is an 8% increase from last year).

The 2025 survey was predominantly similar to previous surveys. The average positive response rate to statements declined slightly in 2025 to 82.5%, down 4.8% from 2024.

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

- Workplace engagement
- Team culture/work relationships
- Role and company alignment
- Management and leadership
- Growth, development & recognition
- Employee well-being

Staff responded to the statements with a high degree of agreement. There was an increase from previous years in the percentage of positive responses to several statements. The statements with the highest agreement rates were:

- “I know what is expected of me at work and am given the training and tools needed to be successful” (94.0%)
- “I am fulfilled by the work I engage in” (92.6%)
- “I feel invested in our mission, vision, and values (91.6%)
- “I understand how Bethesda’s vision, mission, and values are reflected in our work” (91.2%)
- “Bethesda encourages a culture of respect.” (90.7%)
- Actual disagreement to statements (versus “agreement” or “neutral”) was relatively low in 2025 with an average of 3.7% across statements. The three areas that had the lowest

agreement were about recognizing good work, feeling comfortable sharing constructive or challenging feedback, and impact of work on mental health.

The areas that have seen the largest improvement in the past year are as follows:

- "Bethesda is committed to cultivating a community of belonging."
  2024 (88.9%) →→ 2025 (90.2%)
- "Bethesda encourages a culture of respect."
  2024 (89.4%) →→ 2025 (90.7%)
- "I know what is expected of me at work and I am given the tools and training needed to be successful."
  2024 (92.8%) →→ 2024 (94%)

Each year, the staff satisfaction survey results are reviewed by the Bethesda leadership to identify areas that require improvement. Over the past five years, the leadership has led initiatives in four key areas – staff training, staff appreciation, leadership development, and communications – to improve workplace conditions, particularly in areas identified as areas for growth. The gains in employee engagement observed over the years are strongly correlated with these efforts. Over the next year, employee well-being will remain a strong focus to enhance our employees' experience. This positive feedback is encouraging and will strengthen the resolve to continue working on creating the best workplace Bethesda can be.

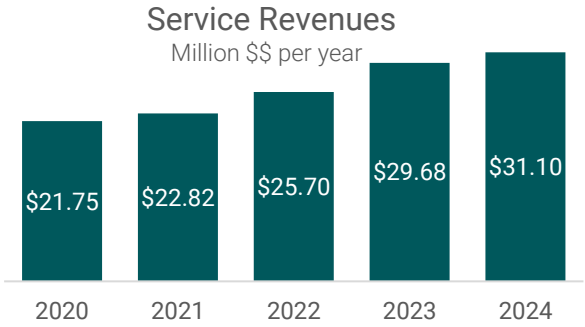


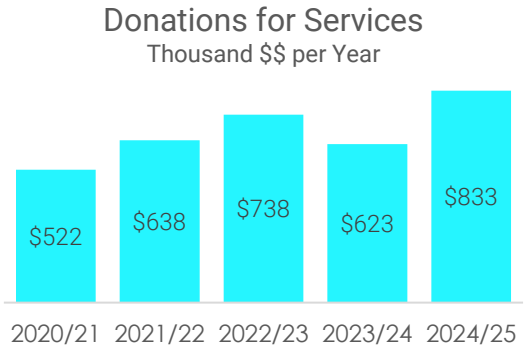


Staff responded very positively to this year's employee engagement survey measuring their job satisfaction and engagement levels. We see their commitment reflected in the meaningful way staff interact and empower the people they support. The photos above show a few examples of the many everyday occurrences at Bethesda: *Left*: Jennifer works with Charlotte and Matt to complete a self-advocate survey. *Center*; Angela and Randy enjoy a walk at Big White in Kelowna; *Right*: Norma takes Nathan through the steps of making bread.

8 Finance

Bethesda's overall revenues increased from $29.5 million last year to $31.1 million this year. The increase was from a general growth of contracts with Bethesda's primary funder (CLBC) for supported wage increases, new funding contracts including a full year with our new Collins Home, and our donors.





We gratefully received a wealth of financial donations from supporters in communities throughout BC, as well as support for Vedder Terrace, some extra legacy gifts, and contributions from the Bethesda Christian Foundation Society. The total donations received for donation-based services by Bethesda this year were approximately $833,000 (*see donations chart*). This portion of revenue funded ongoing service needs not covered by provincial government funding, provided much-needed support for families through summer camps, and supported 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 $120,907, which accounts for 60.5% of our $200,000 target, which is comparable to what we received last year. This jump-started support offered a promising start to the year as we strategized ways to assist families, and we still met our annual donation goal. We were delighted to continue our week-long Camp Bethesda at Stillwood Camp, a successful summer day camp that provided support to children with diverse abilities and their families.

Each year, Bethesda has its financial books and records reviewed by an independent auditor who presents fair and accurate information. Bethesda continues to operate within our financial means and budgets, providing consistent and ongoing support to the people in Bethesda's community.





Teams of the Chilliwack Christian Junior Hockey League and Fraser Valley Christian Junior Hockey League faced off in a four-game charity tournament in March. It was an honour for Bethesda to be a part of this event, and for people we support, Judy (*in the photo to the left*), Jade, Arlene and Kya, to drop the puck at each game. We are grateful to the organizers to hold this charity event for Bethesda. With sponsorships, the duck toss and admissions, it raised $14,630. Roselyn and Dawna greet spectators at the admissions table (*right*).

9 Strategic Plan

In May 2023, Bethesda's board of directors and senior leadership team jointly launched a five-year strategic plan shaped by input from our broader community. This plan centers on four key priorities aimed at advancing our mission and amplifying our impact. For each priority, we defined measurable objectives and set annual targets to steer progress. The table below outlines our advancement toward the 2024–2025 goals, followed by a summary of completed initiatives and activities to date.

Strategic Plan Priority	2024/25 Target Completion
1. Sustained growth in person-centred, innovative, and diverse services	93.33%
2. Robust community development and engagement	100%
3. Thriving and engaged workforce	100%
4. People receiving services empowered as leaders and decisions-makers	98%

Strategic Plan Outcome	Year 2 Targets and Supportive Activities Completed
Sustained growth in person-centred, innovative, and diverse services	• Completed qualification applications for expanding children's services. • Increased children's respite contract. • Hired new director of service design and service coordinator positions to support growth.

	• Improved training, tools, and reporting for funding advocacy. • Completed construction for Jackson Home. • Property purchased for new accessible home. • Renovations completed for new Cloverdale Home.
Robust community development and engagement	• Created new promotional videos • Created a marketing plan and engaging in new partnership with TWU marketing department. • Annual plan created for fundraising, including modified Christmas appeal, targeted fundraising appeals, and improvements to donor relationships information systems. • Added option for donation mailout for those who do not regular use email. • Increased engagement with churches and a Christian camp, including holding a family fun night with Northview Church in Abbotsford.
Thriving and engaged workforce	• Held 4 COLLABORATE meetings and revitalized format based on participant feedback. • Senior leadership participated in resource visits. • Three leaders participated in formal coaching training through Essential Impact. • Committee formed to establish strategy for supporting coaching culture. • Well-being committee formed to establish organizational strategy, including cross-functional representation. • Working group on workloads implementing strategy to streamline responsibilities and support employee workloads. • Regular staff newsletter articles and communications implemented with focus on well-being. • New LEAD Program plan developed for expanding skills and agency awareness for current managers (planned rollout for Fall 2025).
People receiving services empowered as leaders and decision-makers	• Self-advocates representatives created new video project plan and are currently supporting service participants to engage in using new resources to share their stories. • The self-advocates group updated the survey they had completed several years ago, and hosted Town Hall Meetings in Chilliwack, Richmond, Abbotsford, Kelowna, and Penticton. • At Town Hall Meetings, they shared what self-advocacy means, their leadership role at Bethesda,

and the requirement to represent the voices of self-advocates across the agency.

- Updated surveys were offered to all at the Town Hall to gather feedback on how self-advocates across the organization would like to participate in decision-making.
- Self-advocates participated in workshops around healthy habits.
- Three self-advocates supported to attend Inclusion BC's annual conference.



Bethesda is building community partnerships to extend inclusion beyond our own services. One example: we joined a roundtable hosted by the Lazarus Centre (*at left*) to explore interest in making churches places of belonging for people of all abilities. To support this vision, Bethesda is developing a tool to help churches identify and address accessibility barriers for people with intellectual and cognitive disabilities.

10 Governance

10.1 Board of Directors

Bethesda's Board of Directors provides strategic, values-driven leadership grounded in our Christian faith. As stewards of our mission, vision, and values, they guide the organization with integrity, spiritual discernment, and a deep commitment to both God and people.

Working in close collaboration with the senior leadership team, the board plays a vital role in shaping and supporting Bethesda's long-term direction. Their governance responsibilities include:

- Ensuring we remain firmly rooted in our person-centered and Christ-centered values.
- Supporting outcomes that make a meaningful difference in the lives of the people we serve.
- Safeguarding the organization against decisions or conditions that could compromise our mission or core principles.

In 2024/2025, the board convened for five formal meetings. Several directors also contributed through active involvement on key committees, including Audit, Finance, Nomination, Fundraising, Recruitment, Community Development, Executive, AGM, and Property Development.

Beyond their governance roles, board members model servant leadership in tangible ways. At the annual general meeting, for example, they helped host the event—serving the community meal while wearing personalized aprons, a small gesture that reflected their humility and care.

Their leadership continues to shape a welcoming, inclusive community where people of all abilities are respected, supported, and empowered to lead lives of purpose.



Members of the board of directors served a catered meal to people attending the pre-meeting meal.

10.2 Annual General Meeting

Bethesda's 53rd Annual General Meeting took place on September 12, 2024, at our provincial office, bringing together approximately 170 members, staff, families, and people supported by Bethesda. The evening was a meaningful celebration of community, shared purpose, and God's continued faithfulness.

The event began with an outdoor dinner, served by our board of directors. Guests enjoyed time to reconnect over a shared meal, and the atmosphere was one of warmth and welcome. A standout feature of the evening was the self-advocate pop-up market. Several entrepreneurial self-advocates showcased and sold their handmade creations, offering a vibrant expression of the creativity and talent within our community.

During the formal proceedings, attendees reflected on the past year and celebrated the ways Bethesda continues to grow and serve. A highlight was the presentation of the Bethesda Excellence Award to Nick Hogewoning, a long-standing volunteer and board member. Nick's many contributions—including his work with Oliver's woodworking company and his six-year term on the board—have been marked by humility, kindness, and a deep commitment to people of all abilities. His impact on our community has been both meaningful and lasting.

The evening also marked a leadership transition. We expressed heartfelt thanks to our retiring board president, Rachel Ludwig, whose term officially concluded at the AGM. The membership approved a bylaw amendment to establish the role of immediate past president, which granted the opportunity for the board to vote for her to remain for one more year. Her ongoing guidance during this time of transition is deeply appreciated.

The membership also reviewed and approved the audited financial statements for the 2023/2024 fiscal year.

Overall, the AGM was a time of gratitude, reflection, and celebration. It captured the spirit of Bethesda's mission—rooted in faith, strengthened by community, and focused on building a place of belonging for all.





The AGM was held in September 2024 at the Bethesda provincial office, with people we support, families and staff attending. The outdoor gathering and meal were well attended by people supported by Bethesda, their families and staff. The gathering was followed by the annual general meeting.

11 Community Collaborations

11.1 Agency Partners

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

- BC Chief Executive Officer (BCCEO) Network – facilitates a collective voice provincially, promotes effective business practices, and promotes leadership development and mutual support.
- BC Non-Profit Housing Association (BCNPHA): provides leadership and support to members in creating and supporting a high standard of affordable housing throughout BC.
- Bethesda Christian Foundation Society: charitable holding company for the sole benefit of Bethesda Christian Association, offers student bursaries, assisting post-secondary students with financial support.
- Canadian Centre of Christian Charities: monitors organizational and financial integrity.
- 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.
- Canada Summer Jobs (Service Canada) – provides wage subsidies to non-profit organization to help young Canadians develop skills and gain paid work experience.
- 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.
- 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.
- Community Living British Columbia (CLBC) and Government of British Columbia (BC Housing, Ministry of Children and Family Development and Ministry of Health): provide 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.
- 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.

11.2 Community Partners

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

- Bethesda Korean Parents Society – offering support to Korean families with children with diverse abilities.
- Christian churches – assisting churches with vision planning and training in their support of people with diverse abilities.
- Christian Faith-Based Roundtable – partnering with Christian organizations across Canada and the United States to discuss issues unique to faith-based agencies.
- Christian schools – providing advisory support in developing policy.
- Circle of Friends – providing spiritual nurturing for people with diverse abilities.
- Circles of Support – assisting churches to develop support systems for members with diverse abilities who are in need.
- Communication, Behaviour, Instruction (CBI) Consultants - Providing assessment, planning, and consultation support to organizations and individuals.
- Community Directors Group – An inter-agency group of service directors providing mutual support, consultation, and collaboration based in the Fraser Valley.
- Developmental Disabilities Mental Health Services (DDMHS) – provides specialized mental health community services for people living with co-existing intellectual disabilities and mental illness.
- 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.
- Fullwell Leadership – provides leadership consultation training, courses, and one-on-one coaching.
- Home Share Coordinators Network – interagency collaboration for home sharing services.

- Inclusion BC: a provincial non-profit organization dedicated to promoting the participation of people with diverse abilities in all aspects of community life.
- Inclusive Employer Excellence Awards (IEEA) agency partner.
- Joy Fellowship – promoting outreach for worship services and Bible study in Richmond.
- Self Advocate Net – helping self-advocates to learn about their rights to equal opportunities and inclusion in local communities and around the world.
- Sparrows Christian Housing Society – partners with us to provide supported independent living at Sparrows Apartments in Smithers, B.C.
- Trinity Western University: refers students to assist with Bethesda human resource projects as part of curriculum requirements.
- UBC Okanagan Faculty of Nursing: Second year students participate in their community health practicum shadowing RNs at our Kelowna Home and North Kelowna Home for three weeks in the spring and fall.



Bethesda leaders at the Abbotsford Christian Leadership Network prayer breakfast (*left*). Bethesda is a sponsor of this yearly event that brings together Christian leaders to lift up the city's organizations and leaders in prayer.

12 Looking Ahead

The Outcomes Management Report offers us more than a look back—it gives us direction for where we are headed. Each year, it helps us celebrate what has been accomplished while pointing us toward the continued growth, learning, and responsiveness needed to fulfill our mission in the years to come. Our work is rooted in love for God and love for people, and that calling continues to shape our path forward.

This year's CARF accreditation affirmed the strength of our services and the quality of our care. With six surveyors—the most we've ever had—offering both thoughtful encouragement and helpful insight, we left the process inspired to continue building on a strong foundation. The themes of excellence, compassion, and person-centered support that were evident to them continue to guide our goals for the future.

Looking ahead, we remain committed to high standards, deep relationships, and a strong, connected community. Our priorities for the year ahead include:

- Increasing involvement and interconnection with the Self-Advocate Advisory Committee (SAA) and self-advocates across Bethesda's services, ensuring we are meaningfully achieving our fourth strategic objective: that people receiving services are empowered as leaders and decision-makers.
- Continuing to strengthen staff satisfaction and retention, deepening our commitment to being an employer of choice.
- Enhancing overall staff and leadership well-being, with focused efforts shaped through our mental wellness working groups, employee survey feedback, and ongoing training and equipping of teams.
- Implementing and advancing our five-year strategic plan in it's third year, ensuring alignment across Bethesda.
- Furthering accessible housing development, including ensuring there are plans to remove any accessibility barriers within and connected to our services.
- Filling key leadership roles, continuing to build a strong, stable foundation across all levels of our organization.
- Actively participating in sector-wide leadership, including the BC CEO Network Board, CFO group, and HR professionals' group, to contribute and collaborate on system-wide improvements.

We are growing and will continue to grow to meet the needs of people across British Columbia. We do this work not in our own strength, but with God's help, seeking His guidance and grace in all we do.

> "Therefore, as God's chosen people, holy and dearly loved,
> clothe yourselves with compassion, kindness, humility, gentleness and
> patience. Bear with each other and forgive one another if any of you
> has a grievance against someone. Forgive as the Lord forgave you.
> And over all these virtues put on love, which binds them all together in
> perfect unity." Colossians 3:12-14 (NIV)