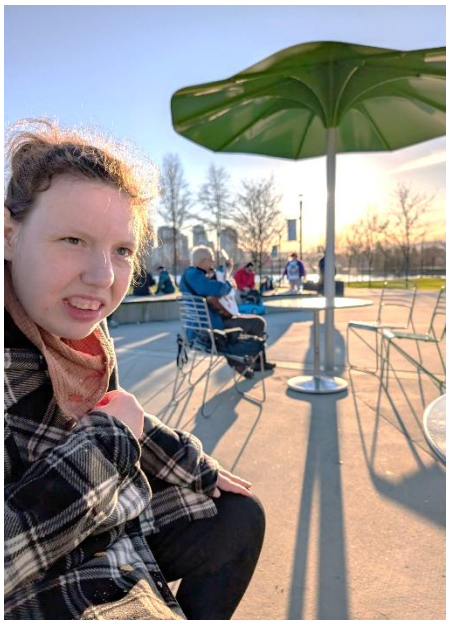
OUTCOMES MANAGEMENT REPORT

2026







A Review of

Goals and Accomplishments

in 2025/26

Bethesda

Faith. Service. Inclusion.

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Message from Tori Dalair, CEO



In their hearts humans plan their course, but the Lord establishes their steps. Proverbs 16: 9

This past year was marked by significant growth and transition across Bethesda. It was a year that asked much of us: discernment, adaptability, and a continued commitment to serving people with diverse abilities with compassion and excellence. In the midst of change, we remained grounded in our mission to build communities of belonging. This Outcomes Management Report reflects not only measurable outcomes, but also the steady faithfulness of God as we experienced a year of meaningful development together as an organization.

Bethesda undertook several major projects this year, some shaped by long-term strategic planning and others as opportunities arose. We expanded several Community Inclusion services, upgraded our vehicle fleet, and opened a brand-new home. At the same time, the organization navigated significant Executive Leadership Team transition through a combination of internal promotions and external recruitment.

While growth often brings added complexity that can feel destabilizing, a shared commitment to Bethesda's mission helped our teams remain aligned and responsive. As a result, we increased service capacity while maintaining strong internal stability and continuing to provide the quality of support families have come to expect.

Families continue to place their trust in Bethesda because they are seeking more than services alone. They are looking for communities where their loved ones are known, valued, and supported to participate meaningfully in daily life. That trust is both a privilege and a responsibility. It is also a reminder that growth is not pursued for its own sake, but so that more people can experience the dignity, belonging, and quality support that every person deserves. As Bethesda continues to grow, we remain committed to doing so thoughtfully, with careful stewardship, strong relationships, and a continued focus on person-centred care.

We also recognize that this work is never accomplished in isolation. The strength and resilience of our staff and leadership teams are vital to Bethesda's ability to respond to growing needs, and our impact is also shaped by the communities that surround and support this work. Over the past year, we have been encouraged by the growth of donations and partnerships, which have expanded our ability to respond creatively and compassionately to emerging needs. We are deeply grateful for the staff, families, churches, donors, and community partners who walk alongside us in this shared calling.

To our staff, thank you for serving with humility, patience, and faithfulness through a demanding year. Your daily work—often quiet and unseen—makes a profound difference in the lives of the people we support and their families. To families, supporters, donors, and partners, thank you for trusting us and walking alongside us. Your encouragement and collaboration strengthen our

mission and help create communities where people with diverse abilities experience a deep sense of belonging.

Finally, we give thanks to God. Over the year, we have seen many reminders of His provision and guidance. In moments of uncertainty and transition, doors opened unexpectedly, relationships deepened, and new opportunities emerged at the right time. We continue to see that strong supports are built not only through thoughtful planning and quality services, but through consistent relationships, shared life, and communities shaped by love.

As you read this report, I hope you will see more than statistics and outcomes. I hope you will see the story of a community continuing to grow in compassion, courage, and faithfulness together. It is a privilege to walk alongside so many treasured people with diverse abilities, and we are grateful for another year of serving together in community.

With gratitude,



Tori Dalair, CEO

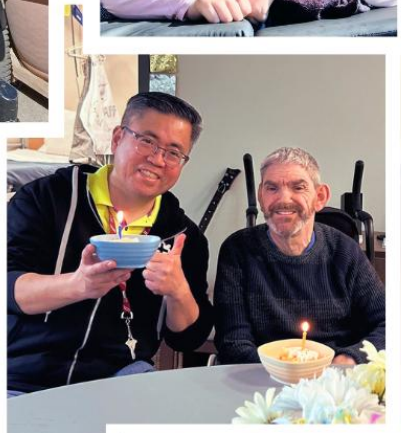
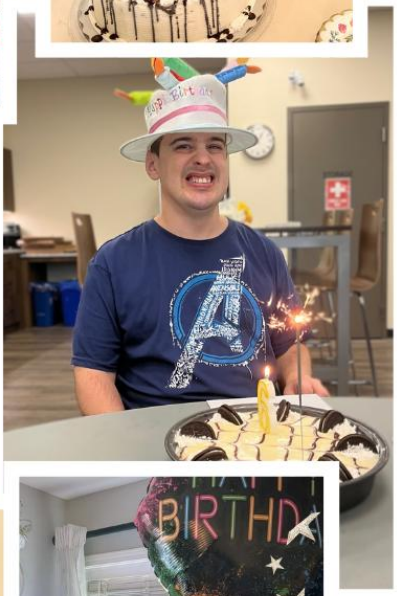














1 Performance Measurement and Management

The Outcomes Management Report is an instrument to measure how we are doing as an organisation at meeting our established service objectives, goals, quality assurance measurements, and strategic objectives. This report provides the numbers and statistics that tell the story of where we are on target, as well as the areas that could use improvement.

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 community and partner input and satisfaction. The result is a list of 42 objectives we set out as targets in the six accredited services.

Below are some of the 42 targets that were set in each of our services.

Effectiveness Objectives

- People experience meaningful relationship and inclusion in community.
- People can 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 because 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.

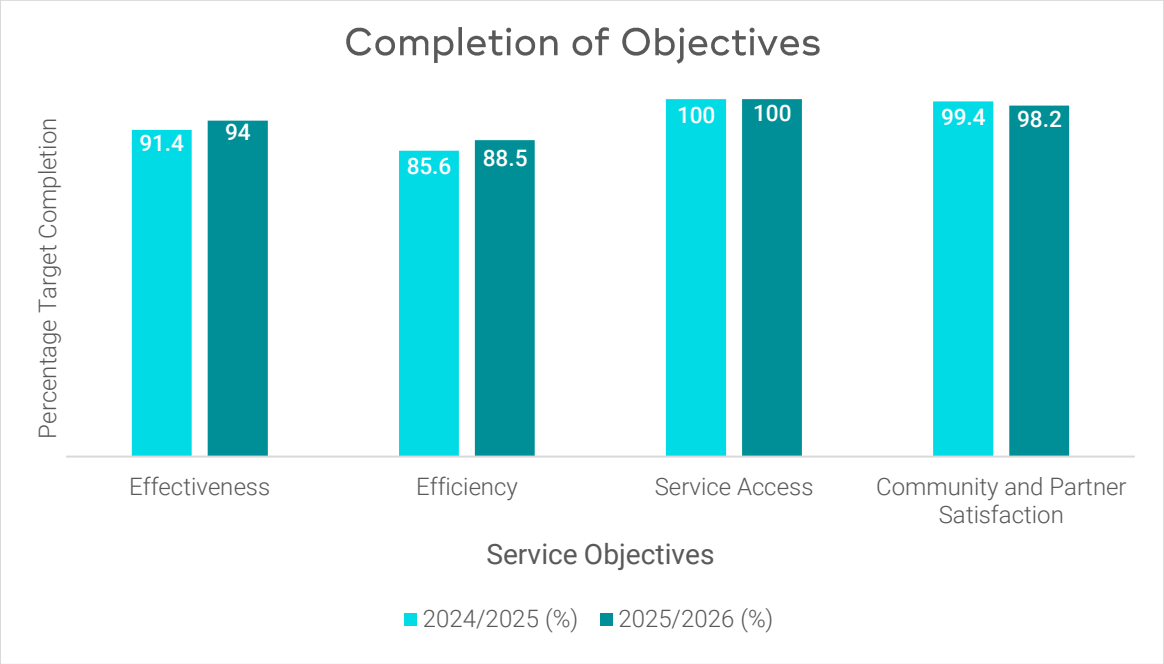
Service Access Objectives

- 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 government 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.

Community and Partner 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 2025/26 in completing its annual targets in four areas of its services: i) effectiveness, ii) efficiency, iii) service access and iv) community and partner satisfaction. As can be seen, the significant progress made last year was upheld and, in most cases, exceeded in 2025/2026. Completion of both effectiveness and efficiency objectives increased by about 3% from 2024/2025. The increase in efficiency was driven by better utilization of service hours and shorter timelines from request to intake. Community and partner satisfaction fell slightly (to 98%) but is still in-line with historical performance.



2 Services Profiles and Demographics

In the past year, Bethesda was blessed with the opportunity to provide a wide variety of services to approximately 395 people with diverse abilities and their families throughout the province. Our mission of "*supporting and empowering people of all abilities and their families, to thrive and to cultivate a deep sense of belonging as we journey through the joys and challenges of life together"* is the core of who we are as an organization. Our vision states "*people of all abilities are flourishing in community while sharing their God-given skills and abilities and being embraced for who they are as leaders and decision-makers of their own lives"*. 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. Many people receive more than one of our services, which leads to a total of 578 participants in all services.

Bethesda Service	Participants	Region
Community Inclusion	146	Fraser Valley, Okanagan, Metro Vancouver
Employment/LIFE	22	Fraser Valley
Family Support	152	Province-wide
Home share	55	Fraser Valley, Metro Vancouver
Intentional Community	19	Fraser Valley
Respite	6	Fraser Valley, Metro Vancouver
Staffed-Supported Homes	88	Fraser Valley, Okanagan, Metro Vancouver
Summer Camps	47	Fraser Valley
Supported Independent Living	43	Fraser Valley
Total Participants	**578**	

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 (MOH). 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 CLBC, MCFD, the MOH, the Commission on Accreditation for Rehabilitative Facilities (CARF) and contracted inspectors.

Last summer, Bethesda celebrated 30 years in Kelowna and Penticton of supporting people with diverse abilities in four staff-supported homes. The people who live in our homes, families, staff, and longtime friends gathered to celebrate a legacy of care, belonging, and faith that continues to strengthen Bethesda and the community.



2.1 Admission and Exiting Services

In the past year, we welcomed 73 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 family support (37 people), community inclusion (14 people) and staff-supported homes (11 people). We also saw 21 people leaving Bethesda, including those who passed away: Leonard, Ruth, Nicholas, Kheara and Greg. They departed this life to be with our Lord, but remain in our hearts.

This past year, more people entered individual services (73) than left them (21), including those who changed services within Bethesda. Family Support (+36 people) and Community Inclusion saw the largest growth (+7 people) and SIL (supported independent living) saw the only decrease in people supported (-1 people). This indicates solid growth in services year-over-year.

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

Service	Entering	Exiting	Difference
Community inclusion	14	7	+7
Employment/LIFE	7	3	+4
Family Support	37	1	+36
Home share	3	0	+3
Intentional community	1	1	0
Respite	3	2	+1
Staff-supported homes	11	7	+4
Summer camps	9	4	+5
Supported independent living	2	3	-1
TOTAL	87	28	+59

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

Participants gather at a lively build-your-own taco bar during a monthly WOW Night, sharing conversation and laughs as they prepare their meal before settling in for the movie. The event has grown into a welcoming, participant-driven community where 10–15 people regularly come together to connect, build friendships, and even form deeper relationships. Events like this—held at Tapestry and shaped by participants' own ideas, from meals and games to movies and karaoke—create meaningful opportunities for inclusion, choice, and connection.



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 we support and their various abilities.
2. Empowerment: Partnering with people of all abilities to exercise choice, build confidence, and take meaningful leadership in the decisions that shape their lives.
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	204
Interpersonal relationships	351
Material well-being	85
Personal development	706
Physical well-being and mental health	626
Self-determination	264
Social inclusion	269
Rights	23
Total goals set	2528

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 seven quality of life areas, including physical well-being, interpersonal relationships, mental health and emotional well-being, self-determination, social inclusion. *Left*: Yoshi, Jacquie, and James from Vedder Terrace helped lead the their soccer team to victory at the BC Special Olympics Summer Games in Prince George last summer; *centre*: With staff support, Nicole, from Chilliwack CI, experienced the exhilaration of sailing for the first time; *right*: Robert, from Kingfisher Home, is interested in animals and enjoyed see many different exotic animals at Urban Safari Rescue Society.

3.2 Accessibility Planning

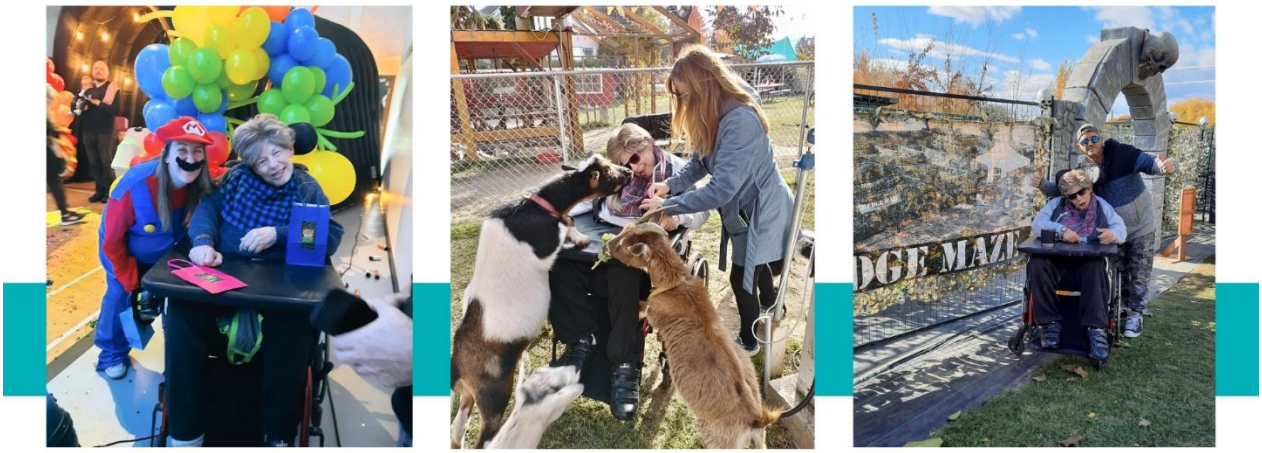
Bethesda's Accessibility Plan identifies and plans, as much as possible, for the removal of barriers in the lives of the persons served. Barriers could include, but are not limited to:

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

In the past year, 22 formal accessibility plans were created to address identified barriers.

- Transportation—8 plans
- Other – 5 plans
- Communication – 1 plan
- Architectural—5 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.



David enjoyed a fall get-away in Kelowna. He and his support staff from Penticton Home, stayed in a hotel with accessibility features, overlooking Lake Okanagan. On his adventure, he explored local attractions, including the Don-O-Ray Farm Adventure, where they got 'lost' in the hedge maze, met some friendly goats at the petting zoo, and even tried out costumes for some light-hearted fun.

4 Accreditation

In April 2025, 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 community partners 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 early 2028. For more information about accreditation please see https://bethesdabc.com/about-us/#Accreditation.

5 Risk Management

At Bethesda, risk management is an essential part of how we care for the people we support and the teams who serve alongside them. Our approach is grounded in anticipating potential risks, preventing harm where possible, and responding promptly and thoughtfully when concerns arise. We aim not only to meet requirements, but to consistently demonstrate accountability, compassion, and high standards of care.

Risk management encompasses the identification, assessment, and mitigation of risks that could affect the health and safety of people supported, staff, and visitors, as well as those that may impact service quality, continuity, compliance, and organizational sustainability.

To support this work, Bethesda uses a structured risk management framework that guides how risks are identified, documented, escalated, and monitored. Key risks—spanning health and safety, financial, legal, and operational areas—are tracked through an agency-wide risk register. Each risk is assigned clear ownership, with defined controls and response strategies to reduce both likelihood and impact, and progress is monitored until risks are effectively managed.

Operationally, risk management is reinforced through multiple layers of review and oversight. Worksite safety committees meet monthly to address local concerns, complete inspections, and ensure corrective actions are carried out. The Joint Occupational Health and Safety Committee (JOHS) provides organization-wide oversight by reviewing occupational health and safety risks and confirming appropriate follow-up.

At the organizational level, the Executive Team reviews financial, legal, and strategic risks each month, while the Risk Management Team conducts formal reviews of operational risks throughout the year to identify trends and strengthen controls. The Board of Directors provides governance oversight through regular review of the agency risk register.

Risk identification often begins at the resource level, with clear processes for escalation when concerns extend beyond a single site. This ensures that emerging risks are addressed in a coordinated and timely manner across the organization.

Over the past year, Bethesda completed its second WorkSafeBC Certificate of Recognition (COR) audit, achieving a score of 91%. This result reflects the strength of our safety systems and the ongoing commitment of staff and leadership to continuous improvement. Findings from audits

and day-to-day reporting are used to strengthen practices and further enhance safety and quality across the organization.

Key risk management areas of focus this year:

- Emergency preparedness
- External inspections
- Monitoring reviews
- Incidents and occurrences
- Safety committees
- Quality improvement measures
- Financial safeguards

Outcomes and learnings from the past year in each of these areas are outlined in the sections that follow.

5.1 Emergency Preparedness

The safety of persons receiving home living and community-based services is supported through individualized emergency preparedness plans tailored to each location and to the specific needs of the person. These plans are reviewed and updated annually to ensure continued relevance and effectiveness. In addition to routine fire and earthquake drills, mock evacuations are conducted to assess the organization's readiness to respond to severe weather, natural disasters, system failures, and other service disruptions.

On December 11, 2025, flooding resulted in the closure of Highway 1 between Abbotsford and Chilliwack. As many staff travel between these communities to provide support, this created a risk to staffing continuity and the delivery of essential caregiving services. In response, several resources adjusted schedules and activities to maintain safe and uninterrupted support. This situation demonstrates the importance of preparedness planning and the organization's ability to adapt service delivery during unexpected disruptions.



Fire and other emergency 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 15 of our 16 licensed homes over the past year, with all but one receiving a low hazard rating. For the home which did not receive a low hazard rating, corrective actions are underway to restore its low rating. We continue to demonstrate our strong 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:
    - 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 180 critical incidents this past year, the majority (53) were other injury or illness. Some year-over-year variation was noted across critical incident categories, including an increase in reported incidents of aggression and restraint (37 in comparison to 8 the previous year), alongside a meaningful reduction in falls (12 in comparison to 20 the previous year). These changes do not reflect a broad, agency-wide trend across all services, but rather a small number of higher-support situations that had a disproportionate impact on the annual

totals. Bethesda reviews these incidents closely through ongoing case oversight, behaviour support planning, staff training, and leadership monitoring to ensure appropriate preventative and responsive measures are in place. All disruptions of service (10 in comparison to 0 the previous year) were related to a one-time external infrastructure/construction event and do not reflect an ongoing pattern in service continuity.

The following is a summary of critical incidents in the past two years.

Type of Critical Incident	2025/2026	2024/2025
Aggression	48	27
Choking	2	1
Death	3	2
Disease/Outbreak	3	1
Fall	12	20
Emotional Abuse	1	0
Disruption of Services	10	0
Financial Abuse	1	0
Medication Error	0	1
Missing/Wandering	5	3
Other Injury/Illness	53	53
Other (unclassified)	5	6
Restraint	37	8
TOTAL	**180**	**122**

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	2025/2026	2024/25
Behaviour	**271**	236
Fall (not requiring medical attention)	156	118
Illness or injury (not requiring medical attention)	45	39
Seizure (not requiring medical attention)	22	26
Other	64	45
TOTAL	**558**	**464**

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	2025/26	2024/2025
Other resource / non-employee	24	31
Vehicle Accident	24	12
TOTAL	48	43

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 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 evaluating future fundraising for ongoing supports and resources not covered by government funding.
  - Growth with Services.
  - Regular (quarterly) review of statements to assess any overspending.
- Staff Health and Safety:
  - Successfully passed second Certificate of Recognition (COR) audit with 91% score.
  - New processes, tools, and policies developed in response to recommendations from the COR audit.
  - Trained two new Mandt instructors.
  - Held safety summits in April and October 2025.
  - Continued new committee to focus on mental health and employee psychological health and safety.
- Staff Performance
  - Workplace investigations program continued to improve the thoroughness of investigations while reducing risk of outcomes that put our organization at risk.
  - Plan and resources put in place to follow up on outstanding Class 4 licenses.
- Independent Contractors:
  - Confirmed that home share contracts reflect recommended best practice standards.
- Information Security
  - Cyber security audit was initiated, for completion in 2026.
- Properties and Vehicles:

    - Parkwood Home nearing completion (summer 2026).
    - Expanded capacity for Willingdon Avenue home.
    - Design completed for Lynn Avenue home, permitting in progress.
    - Awaiting final permitting for new Surrey home.
    - Expansion plans in-progress for Langley Day Services.
- Staff Recruitment and Retention:
    - Financial assistance implemented for Class 4 driver preparation.
- Emergency Response:
    - Created new Firearms policy to better instruct staff on response.
- Organizational Profile
    - 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 continues to advance its objective of ensuring that all Bethesda-owned properties are fully accessible and able to support aging in place. When the plan began in 2021, three multi-level homes had been identified for replacement with accessible homes. To date, two replacement homes have been completed (Cameron Home and Jackson Home), and a permit application has been submitted for the third project (Surrey Home).

A second objective of the property development plan is to reduce Bethesda's reliance on rental properties. Reducing reliance on rentals supports both financial stewardship and operational stability.

Financial Financial Stewardship

It is difficult to justify significant renovations or accessibility upgrades to properties Bethesda does not own. Over time, this can limit improvements and affect the long-term quality and suitability of the homes. This challenge became evident this year when one of the men living in a rental home could no longer remain there because the home could not accommodate his changing mobility needs. Major renovations were not a practical investment because Bethesda did not own the property.



The newly purchased Parkwood Home replaces the North Chilliwack Home rental. This home is suitable for aging in place and has a lower level suite with a full walk-out to the backyard.

Operational Stability

Rental properties may also be sold with limited notice, creating potential disruption for residents and services. In one recent situation, a property owner informed Bethesda they intended to sell a home being rented for services. Although the sale ultimately did not proceed, the experience highlighted the vulnerability of rental

arrangements, particularly because relocating people with complex needs requires significant planning, time, and continuity of support.

Progress was also made in 2025/26 on replacing two additional rental properties, Skeena Home and Tretheway Home. Residents of Skeena Home were relocated to Bethesda-owned Willingdon Home, which became available and was renovated in 2025 after the former residents of Clearbrook Home moved into the newly built Jackson Home. A new build project to replace Tretheway Home is planned for 2026/27, following the purchase of a lot in Abbotsford.

Intentional Community in Abbotsford

In early 2025, our pre-application (Phase 1) for the proposed Intentional Community received approval from the Federation of Canadian Municipalities (FCM). This approval affirms the project's potential and includes funding support for the Feasibility Study (Phase 2). The study is scheduled for completion in the summer of 2026, after which the board will meet in the fall to determine overall viability and identify next steps.

6.2 Vehicles

Bethesda's fleet includes mobility-assist vans and passenger vans that enable safe, reliable transportation for the people we support and staff teams across our services. These vehicles represent a significant capital investment and have higher ongoing operating costs than standard passenger vehicles due to specialized equipment (e.g., lifts/ramps) and the maintenance required to keep that equipment in safe working order.



Bethesda's mobility-assist vans are fully accessible and customizable for the needs of people in services. Fully accessible vans enable people we support to fully enter into community life. Here are a few of the vans parked outside of a Circle of Friends gathering.

To support stewardship and service continuity, fleet performance is monitored throughout the year, including fuel and operating expenses, maintenance and repair trends, safety considerations, and vehicle downtime. Vehicles are typically scheduled for replacement when the cost and risk of keeping them in service begins to outweigh their remaining value and reliability. Bethesda maintains a multi-year vehicle replacement plan to anticipate lifecycle needs and to space purchases as evenly as possible from year to year, supporting predictable budgeting and cash flow.

In 2025/26, Bethesda replaced five aging vehicles and added three vans to respond to growth in services increasing our vehicle fleet to forty-three. In 2026/27, the plan is to replace three vehicles, consistent with the replacement schedule and anticipated transportation needs across our services.

7 Human Resource

7.1 Demographics

There were 482 members on staff at the end of last year. This is an increase in staff from 434 in 2024/25 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 7.39 years service (*see the table below*).

Staff Demographics	2025/26	2024/25	2023/24
Number of Staff	482	434	432
Average Age (years)	43.6	44.0	43.9
Percent Female	77%	78%	78%
Average Years Service	7.4	7.8	7.6

7.2 Recruitment and Retention

Over the past year, the HR department continued to focus on recruitment and retention. From April 1, 2025, to March 31, 2026, Bethesda hired 116 employees. In total, 72 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 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 24 with a turnover rate of 4.98%. The turnover rate of casual employees was 10.0% with 48 departures. Vocational change (24.2%), family/personal (24.1%), and health reasons (11.1%) were the top three reasons for leaving.

	Percent Turnover Rate		
Employee Status	2025/26	2024/25	2023/24
Permanent (part/full-time)	4.9%	3.2%	9.0%
Casual	10.0%	16.0%	20.1%

For new hires, the 12-month turnover rate was 18.1% this past year, i.e., 21 of the 116 new hires that left employment had been with Bethesda for 12 months or less. Recruitment is a challenge over all sectors as people are looking to add second and third jobs with the cost of living continuing to increase. We have seen great success within recruitment and the onboarding of new staff into vacant positions, new resources, and supporting resource staffing needs across the organization. With increased compensation anticipated within the new collective agreement, a

strengthened focus on employee well-being, and opportunities for staff development and growth through our staff training and leadership development initiatives, our hope is that Bethesda will continue to see improved trends in attracting and retaining employees in the years ahead.



Leaders from the provincial office and other homes joined the team at Surrey Home this winter to celebrate the ground-breaking of a replacement home. Events like this represent one of many ways Bethesda fosters belonging, connection across teams and contributes to the high duration of service seen at Bethesda.

7.3 Employee Recognition

Each resource that recognized employees for milestone years held its own special recognition event. We acknowledged 42 staff members for 5, 10, 15, 20, 25, and 30 years of service. We hosted an appreciation event in July 2025 for employees in the Lower Mainland region at the Outdoor Experience at Aldergrove Community Centre. For staff in the Okanagan, an appreciation event was held at Kelowna Fruit 'n Veggies Corn Maze. In addition to regional celebrations, each resource in Kelowna and Penticton hosted their 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.

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 2025, there were 19 time-loss claims where employees were off work due to work-related illness or injury. Notably, overexertion-related claims decreased from 53% in 2024 to 43% in 2025, a meaningful reduction that reflects the JOHS committee's targeted goal of reducing these injuries by 25%. In fact, overexertion injuries declined by 39% overall, driven by focused prevention conversations and strategies. Despite this significant progress, overexertion remains the leading cause of time-loss claims at Bethesda. Meanwhile, the most common causes of overall employee incidents in 2025 were aggression (violence by person) and being struck by an object.

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 JOHS committee met monthly to review agency-wide risks. The JOHS committee hosted two safety summits for worker health and safety representatives on Certificate of Recognition (COR) audit recommendations and emergency drills. These summits provide connection and extra training opportunities for worker health and safety representatives on enhancing safety in their respective workplaces.

In 2025, Bethesda completed a second COR audit with a final score of 91%. This annual audit offers valuable insights to enhance health and safety management systems and to further strengthen Bethesda's efforts in maintaining safe, healthy workplaces.

7.5 Employee Health and Well-Being

Often referred to as "the Well-Being Team", this subgroup within the Human Resources department is dedicated to supporting employees through benefits administration, leaves of absence, and return-to-work planning. The team consists primarily of the Manager of Employee Health and Well-Being and a Human Resources Administrative Assistant.

As part of its efforts to enhance employee support, the Well-Being Team identified uncertainty among employees navigating WorkSafeBC claims. In response, the team developed and implemented an email template that is sent to injured workers shortly after their incident. The email introduces the Disability Management Institute (DMI), outlines the WorkSafeBC claims process, and provides information on what employees can expect next.

In addition, a Well-Being committee was established in 2025 to address topics of employee well-being. The committee comprises Bethesda leadership, administration staff, and worker health and safety representatives. It focuses on fostering employee thriving, psychological health and safety, and enhancing overall quality of working life across all levels of Bethesda. The committee has also been tasked with creating a well-being strategy as part of the strategic plan.

7.6 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 a variety of topics. In the past year, Bethesda launched several new training modules in such areas as The Importance of Language (developed by self-advocates), team culture and health, WHMIS, and supporting personal finances.



Leadership development continues to be a key focus. In January to March 2026, four 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, three LIT graduates are now looking to take a more active role in supporting their managers with responsibilities at their resource. A fourth graduate began an acting resource managerial role in May 2026.



Graduates of the 2025 Leaders-in-Training program: Dana, Josiah, Lydia and Bree.

7.7 Employee Engagement

In March 2026, Bethesda sent out annual our employee engagement survey[1]. 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

The 2026 survey results were similar to previous years. The average positive response rate declined slightly to 81.7%, down 0.5% from 2025.

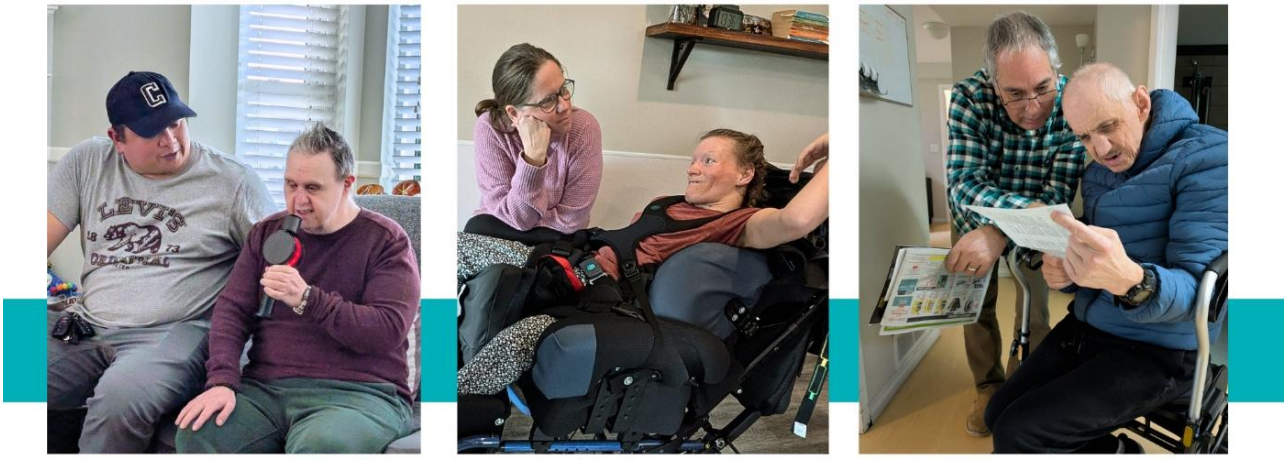
Overall, staff responded to the statements with a high degree of agreement. One statement showed year-over-year improvement: “I feel invested in Bethesda’s mission, vision, and values,” which increased from 92.5% in 2025 to 97.1% in 2026. Other statements with high agreement rates were:

[1] 133 employees submitted responses out of 442 that were invited to participate (30.1% response rate, an 39% decrease from the 2025 survey).

- “I am fulfilled by the work I engage in” (93.5%)
- “I understand how Bethesda’s vision, mission, and values are reflected in our work” (93.5%)
- “I know what is expected of me at work and am given the training and tools needed to be successful” (92.0%)
- “Bethesda encourages a culture of respect.” (87.9%)

Disagreement with the statements (rather than “agreement” or “neutral”) remained relatively low in 2025, averaging 5.6% across all statements. The three areas with the lowest agreement were recognition for good work, feeling comfortable sharing constructive or challenging feedback, and the impact of work on mental health.

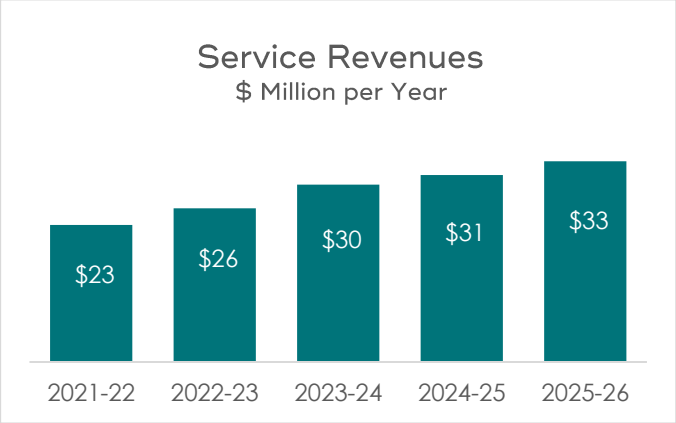
Each year, Bethesda leadership reviews the employee engagement survey results to identify areas for improvement. Over the past five years, leadership has led initiatives in four key areas—staff training, staff appreciation, leadership development, and communications—with the goal of strengthening workplace conditions, particularly in areas identified as opportunities for growth. The gains in employee engagement over time are strongly correlated with these efforts. Over the next year, employee well-being will remain a key focus as Bethesda continues working to improve the employee experience. This feedback is encouraging and reinforces Bethesda’s commitment to creating the best workplace possible.

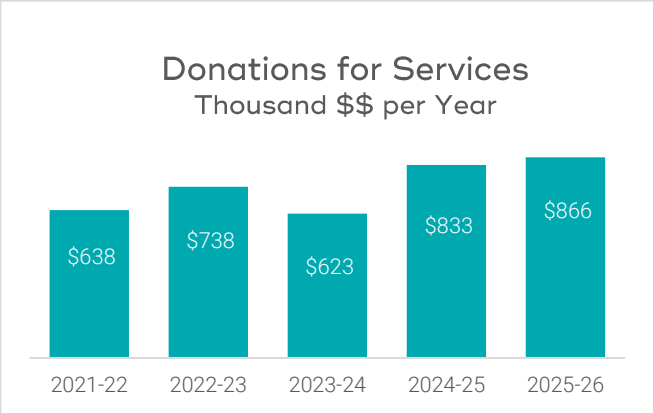


Staff responded very positively to this year’s employee engagement survey measuring their job satisfaction and engagement levels. We see their commitment reflected in the meaningful way staff interact and empower the people they support. The photos above show examples of the many everyday moments at Bethesda: *left*: Cesar supports Tim with a karaoke song at West Richmond Home; *center*; Laurie has a quiet moment with Janna before going for a drive; *right*: John works with Henry to sort the mail at Surrey Home.

8 Finance

Bethesda's overall revenues increased from $31.1 million last year to $33.4 million this year. This growth reflects the continued expansion of our services and increasing demand within our communities. It reflects a combination of increased contracts with Bethesda's primary funder (CLBC), supported wage increases, new funding connected to the opening of Granite Home, expanded Community Inclusion capacity, and the continued generosity of our donors.





We remain deeply grateful for the financial support received from individuals, families, and community partners across British Columbia. This support includes donations raised through two annual campaigns, contributions toward Vedder Terrace, legacy gifts, proceeds from an annual hockey tournament fundraiser, and support through the the Bethesda Christian Foundation Society. Total donations for donation-based services were approximately $866,000[2]. These contributions play a vital role in sustaining services that are not fully covered by government funding and enable us to respond more flexibly to the evolving needs of those we serve.

A significant portion of donated funds supports Bethesda's Family Support services. These services assist families caring for a loved one with diverse abilities by offering practical help in navigating systems, accessing respite, and planning for current and future needs. Funding also makes possible summer day camps and Camp Bethesda at Stillwood Camp, which provide meaningful experiences for children and important support for families.

These Family Support services also strengthen communities by fostering connection among families, community members, and professionals. In doing so, they help build lasting relationships and a stronger network of support for those navigating complex needs.

This year's fundraising cycle began with the Lend a Hand campaign, which provides direct support for Family Support services not covered through government funding. The campaign raised $181,817, reaching 66.1% of its $275,000 goal and modestly exceeding last year's total.

[2] Note that the 2025-2026 year-end is still being finalized and final balances may be slightly different than reported here.

These funds help sustain responsive, family-centred services and highlight the ongoing importance of building strong, sustainable donor support.

Bethesda's financial records are reviewed annually by an independent auditor to help ensure they present fair and accurate information. We remain committed to careful stewardship of the resources entrusted to us and to using those funds responsibly in support of consistent, high-quality services. We are grateful to the many donors, partners, and supporters whose contributions help sustain families, strengthen communities, and make these services possible.





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, George, *in the photo above*, Brana, Cameron and Joanne, to drop the puck at each game. We are grateful to the organizers to hold this charity event for Bethesda. Between the sponsorships, the duck toss and admissions, the event raised $15,250.

9 Strategic Plan

In May 2023, Bethesda's Board of Directors and senior leadership launched a five-year strategic plan shaped through engagement with staff, self-advocates, families, and the broader Bethesda community. Grounded in our mission and values, the plan establishes four strategic priorities that guide organizational decision-making, shape discernment of new opportunities, and strengthen the impact of our services across British Columbia.

The 2025–2026 fiscal year marks the completion of the third year of this plan. Each priority includes measurable objectives and annual targets that support accountability, organizational growth, and continuous improvement. Together, these priorities continue to provide a meaningful roadmap for Bethesda's planning, decision-making, and long-term vision.

The following summary provides an overview of annual target completion and key accomplishments achieved in support of each strategic priority.

Strategic Plan Priority	2025/26 Target Completion
1. Sustained growth in person-centred, innovative, and diverse services	99%
2. Robust community development and engagement	99%
3. Thriving and engaged workforce	98%
4. People receiving services empowered as leaders and decisions-makers	100%

Strategic Plan Outcome	Year 3 Targets and Supportive Activities Completed
Sustained growth in person-centred, innovative, and diverse services	• Advanced service growth through RFP activity, resulting in eight submissions, three successful awards, and two service enhancement opportunities. • Secured grant funding through BC Housing and ASPECT to support technology and leadership. • Advanced housing development initiatives, including Lynn Avenue demolition and permitting, Surrey home construction, Parkwood planning, and the transition from Ladner to Cloverdale. • Progressed future housing opportunities through feasibility, licensing, and relationship-building with key funding and service partners.
Robust community development and engagement	• Strengthened fundraising readiness by advancing recruitment for a dedicated fundraising role, establishing donor stewardship guidelines, and improving donor tracking systems. • Expanded Bethesda's community presence through stronger church partnerships, post-secondary engagement, and regional outreach in the Okanagan. • Developed practical tools and communications to support church connection, community engagement, and future relationship-building.
Thriving and engaged workforce	• Expanded leadership development through increased coaching, training, and peer learning opportunities for managers. • Strengthened staff engagement and recognition through the COLLABORATE feedback process, leadership practices, and a highly attended staff appreciation event. • Improved staff well-being and organizational resilience through a new wellness resource hub, critical incident debrief supports, and focused workforce planning.
People receiving services empowered as leaders and decision-makers	• Self-advocate feedback was incorporated into Year 3 strategic planning and service priorities. • Training resources were integrated into service delivery, intake, and annual review processes. • Self-advocate stories and voices were elevated through updated web content and planning for expanded video and social media storytelling. • Leadership and participation opportunities continued through peer-led workshops, community-building activities, and practical skill development. • Survey tools and communications resources were refined to strengthen future engagement and participation. • Three self-advocates supported to attend Inclusion BC's annual conference.



The Self-Advocates Advisory Committee plays a key role in strategic initiatives to advance the mission of Bethesda. Working with the CEO, the members direct and lead projects aimed at empowering and positioning people supported within the organization to be leaders and decision-makers of their own lives.

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 2025/2026, 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.



Members of the board of directors from September 2025-September 2026. *Back row from left*: Kris Versluis, Kya Bezanson, Greg van Popta, David Doornbos, Nick Tilstra, George Boer. *Front row*: Yoshi Doldersum, Charlene Reimer, Stu Bakker, Marty Peters, Indira Manuel, Michael Morelli.

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

10.2 Annual General Meeting

Bethesda's 54th Annual General Meeting was held on September 18, 2025, at the provincial office, bringing together approximately 225 members, staff, families, community partners, and people receiving services. The gathering reflected a shared commitment to Bethesda's mission of supporting people of all abilities to live full and meaningful lives.

The evening opened with an outdoor dinner served by members of the Board of Directors. This act of hospitality and servant leadership is a demonstration of Bethesda's commitment to hospitality and leadership. The meal also created a relaxed setting for attendees to connect and engage in conversation.

A pop-up market, led by entrepreneurial self-advocates, featured handmade items available for purchase. The market highlighted the creativity and contributions of people receiving services and underscored the importance of recognizing and supporting diverse gifts within the community.

During the meeting, members formally recognized retiring Association board members for their service:

- Rachel Ludwig (7 years)
- James Greendyk (6 years)
- Stu Bakker (5 years)

Board Director Marty Peters introduced nominees for Board positions, with profiles provided for member review:

- David Doornbos (1st term)
- Yoshi Doldersum (1st term)
- Kya Bezanson (1st term)
- Charlene Reimer (2nd term)

Self-advocates Yoshi Doldersum and Kya Bezanson presented an update on the Self-Advocate Advisory Committee. Highlights included the development of self-advocate-led training videos, community town halls across British Columbia, and ongoing efforts to strengthen the voices of people receiving services in organizational decision-making.

Organizational updates were provided by members of the leadership team. Acting Chief Operations Officer Dawna Braun reviewed service delivery and priorities; Chief Human Resources Officer Colin Ashton presented staffing and statistical highlights; and Chief Asset and Development Officer Walter Nordeman shared updates on development initiatives, including the Intentional Community project which is currently in the feasibility stage. Chief Financial Officer Greta Nicholson presented the financial report, and members approved the 2024/2025 financial statements.

The Bethesda Excellence Award for an outstanding community member and for an outstanding employee, was presented by Director of Family Support & Community Development Rodney Wiebe. The award was presented to Visscher Lumber and staff member Brent Lanigan. This marked the first year the award included an employee recognition category.

Overall, the Annual General Meeting provided an opportunity to review organizational progress, recognize contributions, and reaffirm shared priorities for the future.

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 organizations 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): funds and monitors community-based services that support adults with developmental disabilities and their families.
- Ministry of Children and Family Development: provides funding and policy direction for children and youth with support needs, helping them thrive in their families and communities.
- Ministry of Health: contributes to the planning, oversight, and funding of health services for individuals with complex needs and developmental disabilities.

- BC Housing: funds and supports the development of safe, affordable, and inclusive housing solutions for people with diverse abilities.
- 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.
- Indigenous Disability Canada: provides disability programs and services created by and for Indigenous people, advocating for equal access, improving social inclusion, and promoting awareness on the unique intersection of Indigenous identity and disability.
- Royal Bank of Canada (RBC): provides investment advisory and financial support services to help advance Bethesda's organizational goals and community impact.
- Vinge and Associates: provides medical professional supports and consultation for people with complex medical care needs in Bethesda's homes.
- School Districts: Hosts transition fairs to help families in the Abbotsford, Chilliwack, and Mission regions to navigate adult services.

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:

- Abbotsford Christian Leadership Association – Draws Christian leaders together from the Abbotsford area.
- 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 and equipping staff and students.
- 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.
- Columbia Bible College -- partners with Bethesda in offering training events where Bethesda can be a presence in the community.
- 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.
- Fraser Valley Christian Hockey Association – hosts an annual fundraising hockey game with proceeds going to Bethesda.
- 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.
- Lazarus Center – partners with Bethesda to host community awareness events for both people with diverse abilities and churches.
- Northview Imagine Ministries – partner with us to host an annual family night and opportunities for Bethesda to offer training to parents of children with diverse abilities.
- Northwest Seminary – partners with Bethesda in offering training and community events where Bethesda can be a presence in the community.
- 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.
- Young Life Capernaum – partners with Bethesda in offering a family night annually, supporting our Circle of Friends, and is committed to working with Bethesda in exploring further ways to reach our community.



Rodney Wiebe, Director of Community Development and Family Support, led a workshop on *"From Barriers to Belonging: Disability and the Life of the Church"* at the Lazarus Centre's 'Banquet of Belonging' conference. Bringing people with disabilities, pastors, families, and community members together to listen and learn how we build church communities where everyone truly belongs. Partnering with the Christian-aligned organizations like the Lazarus Centre opens doors to reaching new people with a faith-based perspective on inclusion.

12 Looking Ahead

The Outcomes Management Report provides more than a review of the year past; it helps clarify direction for the year ahead. By bringing together accomplishments, organizational learning, and emerging priorities, it highlights both what has been achieved and where continued growth, responsiveness, and improvement will be needed to advance Bethesda's mission.

Building on progress made during 2025/2026, Bethesda will continue to prioritize initiatives that expand opportunity, foster belonging, and enhance the quality of supports available to the people we serve. Recent growth in services and community inclusion has reinforced both the impact of this work and the importance of sustaining organizational capacity, adaptability, and strong leadership into the future.

As Bethesda moves into the coming year, the organization remains committed to continuous improvement, collaborative planning, and meaningful engagement with the people we support, their families, staff, and community partners. The encouragement and recommendations received through the CARF accreditation process will continue to inform this work as Bethesda pursues excellence in service delivery and organizational leadership.

In the year ahead, Bethesda's focus will include:

- Deepening collaboration with the Self-Advocate Advisory Committee (SAA) and strengthening opportunities for self-advocates to shape services, influence decisions, and lead within their communities.
- Continuing to invest in staff recruitment, retention, and workplace culture as we seek to support and sustain a strong, caring workforce.
- Promoting staff and leadership wellness through ongoing training, employee engagement initiatives, and mental wellness supports.
- Advancing the fourth year of Bethesda's strategic plan and continuing to align organizational priorities across all service areas.
- Expanding efforts related to accessible and inclusive housing, while identifying and addressing barriers to accessibility throughout our services and environments.
- Strengthening organizational stability through key leadership recruitment and ongoing development opportunities for emerging leaders.
- Contributing to sector-wide collaboration and advocacy through participation in provincial leadership networks and professional groups.
- Continuing succession planning initiatives that support leadership growth, mentorship, and long-term organizational sustainability.

As Bethesda continues to grow and adapt, we do so with gratitude for the relationships, partnerships, and trust that sustain this work. The year ahead will require thoughtful stewardship, shared learning, and continued collaboration as we work to strengthen inclusive communities where people are valued, supported, and encouraged to flourish.

We remain thankful for God’s faithfulness and guidance as we enter the coming year. With hope and purpose, we will continue pursuing communities of belonging where every person is welcomed, respected, and supported to thrive.

> "For we are God’s handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do." Ephesians 2:10