



*Annual Report to the Members
of the Corporation*

2017- 2018

Your History.....

Your Legacy.....

Your Bethania.....

MISSION STATEMENT

Bethania, a Mennonite Organization, provides compassionate, outstanding long term care and affordable housing for seniors

VISION STATEMENT

The Bethania Group is recognized for excellence in faith based personal care services and housing for seniors

OUR VALUES

1. **Respect** for individual rights demonstrated by:
 - *Recognition of the value of life*
 - *Acknowledgment and support of individual beliefs*
 - *Freedom of choice and a high regard for the right to privacy in relation to both personal thoughts and environment*
 - *Adherence to confidentiality*
2. **Dignity and support** of Residents self- worth through:
 - *Attention to care with appropriate touch and tone*
 - *Acceptance of the choice to be alone*
 - *Courtesy*
 - *Empathy*
 - *Understanding*
3. **Integrity** of staff demonstrated by:
 - *Honesty in all relationships*
 - *Engagement in the team work process*
 - *Initiative and creativity*
 - *Commitment to continuous learning and improvement*
 - *Reflecting a positive attitude in interactions with and about others*
 - *Loyalty to the mission and vision*
4. **Hope** supported by:
 - *Showing enthusiasm for life's journey*
 - *Discernment of divine gifts in each person*
 - *Assuring security in expression of personal beliefs*
 - *Acknowledging individuality and personal control*

OUR STRATEGIC PRIORITIES 2019- 2021

Our Residents

- Strategy 1: Enhance Resident Centred Quality Care

Our Community

- Strategy 2: Engage our Supportive Communities
- Strategy 3: Increase our Fundraising Effectiveness

Our Staff

- Strategy 4: Cultivate a Highly Qualified, Compassionate and Innovative Workforce

Our Organization

- Strategy 5: Secure the Financial Sustainability of our Programs and Operations
- Strategy 6: Identify New Business Opportunities in Personal Care and Affordable Housing

MESSAGE FROM THE BETHANIA GROUP BOARD CHAIR 2018-19

As is the case every year, the AGM is a time of reflection, a report of what has been happening and what is needed for future progress.

Our biggest asset is our dedicated staff who consistently perform above and beyond in the performance of their duties. This shows that they are not just doing their job but they have taken ownership of the tasks before them. Heartfelt thanks go out to each and every one of them.

Speaking of taking ownership, one of our residents, Mr. Gerry Kuik, decided he wanted to help restore the well and renovate the pond at Bethania. He organized a committee to look after the planning and fundraising necessary for its rebuilding – no small task for a 94-year-old individual with limited mobility. What an example to the rest of us. Thank you, Mr. Kuik and your committee members, Eugene Drul, Jacob Kuik and Lawrence Toet for undertaking this project.

We are grateful to the families who support not only their resident family members but who contribute to the daily activities at Bethania through the volunteering of their services, through their financial gifts, as well as through their words of encouragement and their intercessory prayers for Bethania, its staff and the Board.

It is becoming increasingly obvious that Bethania belongs to the community of churches and family who are affected by the work we do. We are involved with Personal Care, Supportive Housing, Independent Living and the fees we charge for these services frequently are income based. This means that rent is 30% of their income and in some cases a suite rents

for as low as \$301. This is a tremendous gift to the 400+ residents in our housing facilities.

There are some financial difficulties that we must recognize.

Not only are our expenses not fully covered by government funding, but we also had to endure a further claw-back of 0.25% of our budget. That amounts to approx. \$40,000 between Bethania and Pembina Place.

The problem of funding our Spiritual Care program remains unchanged. We have suggested in the past that this program might be undertaken by MBS, but to date, there has been no further discussion regarding this matter. Between the two PCH's, we are a church with 206 members but no income base. This program is funded solely through the fundraising efforts and the gifts of individual families. We thank all who contribute to this program and encourage support through donations and legacy gifts in support of Spiritual Care. Consider that you are paying it forward for the day when you too may become a resident here.

What does the future hold for the Bethania Group? Should we expand our services or just continue with the projects that we have presently? The needs are never-ending. Thank you for your support through deed, word, prayer and financial contributions

God Bless!



Henry Neudorf – Board Chair

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

On behalf of the staff and Board of Bethania, we are pleased to report to our membership that both Bethania Mennonite Personal Care Home and Pembina Place Mennonite Personal Care received perfect 12 out of 12 scores on the 2018 Manitoba Health/WRHA PCH Standards Review.

While there is always room for enhancing our care and support for our Residents, these ratings do validate that Bethania is among the leaders in providing quality personal care for our elders. I wish to thank our Director of Care, Doris Furtado, our Nursing Leadership, our Departmental Directors and all our health care and allied health and other staff for their dedication to best practices and faith based care.

This past year has presented some new developments in the WRHA Long Term Care Program under the umbrella of the Health Transformation process implemented by the provincial government. With launch of Priority Home, which is greatly enhanced Home Care and the creation of 65 beds in the Transitional Care Environment at River Ridge Retirement Homes (Scotia Street) the number of people awaiting PCH placement in hospital (and to some extent in the community) has significantly declined (about a third of normal). In addition, presumably due in the main to these new programs, the total PCH bed vacancy numbers in Winnipeg is in the 130 - 150+ range each month, which is unprecedented (usual numbers are between 10 and 15). Perhaps because of our reputation and in light of our persistent waiting list, Bethania and Pembina have not experienced periods of any bed vacancies.

The intent of both of these innovative WRHA Programs is to provide increased supports for at risk seniors to prevent or at least delay placement in PCHs. As these are early days, it is premature to assess the long term impacts on PCH admissions. We have noticed anecdotally, however, that most new Residents in the past 8 months require the highest levels of care which presents challenges when we are already short staffed, especially in the Health Care Aide area.

As alluded to in the Board Chair report, our operational funding in most areas remains frozen although the care requirements for residents have increased because of their poorer health and mental status. While we are committed to managing within budgets, finding efficiencies and cutting spending has reached its limits and deficits will occur unless new resources can be found.

Over the past two years, the WRHA has faced severe budget reductions and is under direction not to run deficits. Consequently, while they are sympathetic to our needs they are unable to provide additional funding for long term care and have in fact been forced to levy a second year of 0.25% global budget reductions for PCHs, to help meet their reduction targets. We appreciate that this is a difficult decision for them and that their capacity to provide PCH funding is dependent on government allocations. We are therefore reviewing, with our MARCHE colleagues, our funding shortfalls and pressures to provide an evidence based request directly to the new Minister of Health Cameron Friesen, for increased A Base funding with annual inflationary allocations to sustain our PCH's. We remain hopeful that the government of Manitoba will acknowledge these funding pressures and provide the support necessary to maintain the compassionate care that our Residents deserve.

These current changes and future challenges test our capacity to adapt where necessary but also strengthens our resolve to advocate for our residents whose voices are not heard. Our Board and staff will draw strength in facing these challenges from our families and residents, our supportive Churches, our Mennonite community and our partners such as MBS, MARCHE, and Mennonite Health Services Manitoba.

As CEO, I am grateful that Bethania is blessed to have dedicated and engaged Board members who provide thoughtful guidance and unwavering support for myself and my senior Directors, and to work with an exceptional Senior Management team, staff and volunteers. May God Bless our Residents and their

Families, our Tenants, our Board, our Staff, our Membership, our Churches and our community.



Gary J. Ledoux - Chief Executive Officer

2017-2018 ANNUAL REPORT HIGHLIGHTS

Governance and Management

- In June 2018, the Board reviewed and approved a new 3 year Strategic Plan for Bethania Group operations and programs for the period of 2019-21 (see pages 1 & 2 for the list of Strategic Priorities)
- Building on the outcomes of the last 3 year Strategic Plan, the very first priority is always to be innovative in enhancing Resident care. This includes redesigning our Palliative Care program; creating a Nursing Working Group devoted to implementing Quality Improvement strategies; planning for the impacts of the WRHA Transition Care and Priority Home Care programs on levels of resident care; and developing new personal care and therapeutic recreation methods for residents with dementia and behavioural problems. As noted in the Board Chair report, we must position ourselves for the future of personal care as Health Transformation strategies, programs and system changes impact the landscape of long term care in Manitoba.
- Other key priorities include recruiting and developing staff to ensure the best qualified and compassionate workforce who embrace the Bethania faith based culture of caring; continuing to reach out to our supportive

churches and community; refocusing our Spiritual Care Fundraising and other donation campaigns to emphasize monthly and legacy giving; continuously researching and implementing cost saving activities, advocating with Mb Health for sustainable funding, and identifying new opportunities in non profit housing and personal care expansion.

- Our Policy Committee finalized our Policy on Medical and Staff Operational Procedures on Medical Assistance in Dying (MAID), which the WRHA approved in the spring of 2018. We are pleased that the Minister of Health and WRHA have acknowledged and accepted the right of faith based organizations to opt out of providing MAID to our clients or allowing MAID on our premises. This Policy is posted on our Website and family and prospective Residents are informed of this restriction during pre-admission discussions.
- Another important issue our Policy Committee and Board faced, was the new restriction on funding from the federal Canada Summer Jobs program. In brief, the federal government demanded that to be eligible for funding, all applicants sign an attestation statement which affirmed the organization supported a range of human rights including legal access to abortion. The Bethania Group

along with hundreds of other faith based service organizations across the country, could not sign believing that this attestation was an infringement on the rights of faith based groups to be conscientious objectors. After our applications for 3 summer students were rejected, we voiced our objection to this statement in letters to local Liberal MPs and the federal Minister of Employment, Workforce and Labour. The Minister's reply was merely a recitation of the Prime Minister's original position. The Canadian Council of Christian Charities has taken the lead on this cause and is considering launching a lawsuit on behalf of their members. I would like to acknowledge the leadership of Douglas Mennonite Church who along with the Pastors in North Kildonan group met with a senior Liberal MP to express our serious objections to the attestation.

- The Board Chair and I, along with the Board Chairs and CEO's of all the not for profit PCHs, have attended special meetings with the Board Chair and CEO of the WRHA concerning the Health Transformation plan and status. With the creation of the Shared Health agency, the negotiations on new Service Purchase Agreements will restart but will be more encompassing as PCHs will be part of a larger group under one SPA. It is not known if the WRHA or Shared Services will lead the SPA discussions with Supportive Housing sponsor organizations. In both cases, there will be new funding formulae developed which we hope will provide for sustainability into the future.
- Last Fall we explored the idea of converting BethaniaHaus into an Assisted Living facility that would provide two daily meals and light housekeeping for a monthly fee. We created this option in recognition of the age of existing tenants and a desire to assist them to live

independently for as long as possible. We surveyed tenants and those on the waiting list to assess their interest and held a tenant town hall at BethaniaHaus in October. There were only two existing tenants who indicated they would join the AL program however, 47 of those on the waiting list were interested. The idea was shelved although at the request of existing tenants we have promised to re-survey everyone in early 2019. To be sustainable, at least 15 tenants are needed to enroll in the program. The current pay as you go dinner service remains in effect.

- Our Directorate Management Committee wishes to thank Dr. Bill Shulz for his dedicated service on the Board of Directors. His wisdom and good humour will be missed. We also warmly welcome Lawrence Toet, Herb Schaan and Joan Ernst Drosdoski to the Board and look forward to working with them.
- A final note about the Well and Pond project for the Bethania Grounds. Led by Resident Gerry Kuik and assisted by a Committee of Lawrence Toet, Jacob Kuik and Eugene Drul, over \$117,000 was raised in donations from Residents, their families, our staff and Board and our supporters to re-drill our Well, redesign and redevelop our fish pond and viewing area and install a new in ground sprinkler system. This was a humbling reminder of the commitment of our Residents and families to Bethania and the power of one Resident's vision to achieve change in service to others and God.

Bethania Mennonite and Pembina Place Mennonite Personal Care Homes

- The percentage of residents of the Mennonite faith at Bethania MPCH as of Sept 2018 is 66%, which is higher than the 60% from the previous year. The change may be due to less hospital based admissions allowing us the

use of our waiting list for Bethania as first choice.

- As noted, Pembina Place MPCH and Bethania MPCH did extraordinarily well on our Standards Review. We passed 12 out of 12 Standards, as well as most of the over 90 sub-standards.
- Paula Black RN, BN, MN joined us at Pembina Place in the Admission/Standards Coordinator position. Paula has a very impressive background in Palliative Care and LTC.
- Dr. Ramgoolam who has been with our organization for many years resigned as an attending physician at Pembina Place. We welcome Dr. Edin Tunovic to Pembina Place. He will be taking over Dr. Ramgoolam's residents.
- Bethania and Pembina Place have continued to host LPN Student Practicum Placements. Working together in collaboration with the colleges is very important for our future recruitment of Nurses.
- We are dedicated to continuously improving Resident care and support programming. The following are a few examples of our exciting and innovative approaches based on evidence driven research and best practices:
 - The first study was in alignment with our strategic plan of Palliative care. This was a joint research initiative between the University of Manitoba and the University of Calgary, funded by the Canadian Institutes of Health Research. This study is quite extensive, given that it includes participants from 10 unique sites/programs in Winnipeg, representing long-term care, hospice, acute palliative care, and palliative home care.
 - The second study involved Exploring the Needs of Low-care Personal Care Home Residents.
 - The third study was the second round of the TREC research project. The team

surveyed 94 personal care homes, including the staff at both of our facilities. The project explored the possible links between work environment, quality of resident care and quality of work life. Members of the TREC team presented staff the survey results in June.

- We continue to work in partnership with the WRHA in Dementia Care. Dementia Care education has been the focus throughout the last two years. Jennifer Ewatski has completed the revision of the standard regional PIECES modules to include excerpts from the Teepa Snow Dementia Care resource videos.
- The Nursing Leadership of Bethania and Pembina Place continues to partner with the WRHA on the Violence Prevention Project Care Plan and Screening Tool. The new tools are being implemented in early Fall 2018.
- The *Canadian Institute for Health Information* Quarterly quality reports show that Bethania and Pembina Place continue to remain above the Winnipeg average in most of the Care Indicators.

Therapeutic Recreation & Volunteer Services

- Visiting your loved one can be challenging especially if their loved one's dementia progresses and responsive behaviors increase. In efforts to assist families with engaging their loved one in meaningful visits, the Therapeutic Recreation department in partnership with MBCI, created visitation kits. The kits are useful resources in attempting to engage the resident in conversation. The MBCI students are learning about the brain and memory. In their studies, the students have learned for example how smell can trigger senses. As a part of their learning experiences, the students created and trialed kits with selected residents. It was a "win -

win” for both the students and Bethania. The aim of sensory kits is to offer the opportunity to stimulate as many senses as possible and for Residents to relax, to contemplate, to reflect, to chat and reminisce. MBCI Students Visitation Kit project was featured in the local paper – The Herald in May.

- Cuddle Therapy information sessions were provided at both Pembina Place and Bethania. The use of a doll or plush animal can help a person who has social inhibitions and perceives reality on a different plane to feel useful, and relieve boredom or loneliness. It may also help to heal or soothe individuals experiencing sun downing, distress or anxiety. It can evoke happy memories and is used as a tool to engage a resident in conversation by reminiscing, bonding and dialoguing.
- Both Pembina Place and Bethania Recreation Departments provide practicum placements for Therapeutic Recreation Facilitator students from Red River College. Bethania also has several student volunteers from neighboring high schools – Kildonan East, MBCI and Miles MacDonnell.
- In 2017-18, volunteers contributed total of 9,861 hours of service. Currently there are 157 registered volunteers at Bethania and 32 at Pembina Place. While the drop in the volunteer rate is partially explained by an aging population or by increased family caregiving demands, we continue to have a core group of compassionate and dedicated volunteers. Recognizing volunteers continues to be an important dimension of volunteer engagement. We show our appreciation for volunteers at Personal Care Homes by hosting two events a year; one during the National Volunteer Week in April and a Christmas Tea held in December. Volunteers are valued as an asset to our team of caregivers. Recruitment is ongoing, but as we know, the most persuasive argument for

joining any great team usually comes from someone already on it. Word of mouth works! 47% of people volunteer because someone they know is doing it. We hope that all of our members within the community will help us in recruiting volunteers.

- Bethania and Pembina Place Resident and Family councils meet every second month. The meetings provide a forum for Residents and families to offer suggestions and express concerns to help us improve the care needs. A member of the Bethania Group Board attend most Resident – Family Council meetings to provide a link for information and feedback between councils and the Board of Directors. Directors and department managers also attend meetings to listen to suggestions and to address concerns; in a timely fashion. Some suggestions included an enhanced recycling program at Bethania and the development of a new courtyard for the Pembina Place residents and 285 Tenants. Councils also hosted education events including The Alzheimer Society and the Movement Disorders Clinic on Parkinson’s disease, Resident Bill of Rights and Terms of reference reviewed and approved by the Council.
- The Pembina Courtyard was opened in August 2017 for the enjoyment of the residents, tenants, families and staff. It is with appreciation and gratitude that we acknowledge Barb Hague for her dedication, leadership and time to the Pembina Courtyard Project. Her selfless efforts in making this project a success that will be enjoyed for many years to come.
- We continue to build on our skill set of resources to provide alternative approaches to care for Residents whose needs would be much better suited to individualized

programming. The use of iPods and iPads, Sensory Stimulation techniques and dementia care activities is becoming more of a focus in daily life of the Residents in addition to regular scheduled group programs. The full realm of activity programs that are offered to residents in group settings, are offered with adaptations and modification to ensure the resident is successful and engaged in the programs.

- CTV Live aired an interview with Ed Goering's family along with Melvin Armstrong, resident and Dianne Nixdorf. The story aired on March 15th, featured the positive impact volunteers have on the well-being of residents. Mr. Groening, a 103 year old resident continues to play his violin daily.
- Both Pembina Place and Bethania Recreation Departments continue to host students from Red River College - Therapeutic Recreation Facilitator Certificate Program. Intergenerational programs and community groups continue to be an integral part of the homes bringing smiles and laughter to an environment that at times can be stagnant and lonely for some.
- At Bethania, VolunTEEN, Douglas Mennonite Church Youth Group, local high schools and children from the Concordia Hospital Day Care visit regularly. Pembina Place continues its relationship with Prairie Day Care, Gladstone School, community groups and service organizations.

Spiritual Care

- Spiritual Care programming at Bethania and Pembina Place included weekly English and German worship services in the Mennonite tradition as well as chapel services provided by United, Roman Catholic, Ukrainian Catholic, Anglican and Lutheran clergy. At Pembina Place, Chaplain Michele Barr provides weekly Tuesday chapel services

supported by a group of dedicated volunteers. Monthly Roman Catholic and Anglican services are also provided. We are grateful for the support of volunteers and a pianist for Tuesday worship services.

- There is an Intergenerational Music Program with Pembina Place Residents and Prairie Children's Daycare Center at 285 led by Michele and Recreation staff and a Bethel Church Livestream of Sunday Worship services a project which was led by Henry Neudorf.
- Special seasonal services include Good Friday, Easter Sunday, Pentecost, Christmas Eve and Christmas Day, Advent and Lent. Communion services are held quarterly with leadership from the Chaplain. Individual church groups also arrange communion services for clusters of congregational residents. Special programs supported by Congregations include Spring Tea, Dankfest, Christmas Candlelight program; weekly chapel services, bible studies and Sunday services. We also set up Spiritual Care Displays during "Religious / Spiritual Care Awareness Week"
- Our dedicated volunteers provide support for communion, piano playing, assisting Residents to attend chapel and sing in choir groups from our churches. We are blessed to have this ongoing pastoral and volunteer support for our spiritual care. We are grateful for the continued strong commitment from congregations, pastors and their music groups for weekly Thursday and Sunday chapel services.
- Our Chaplains provide Transition Rituals and Support for Staff during multiple passings and lead funeral and Memorial services of Residents and Bereavement Care for families. Quarterly Memorial Services led by Ferd Funk and assisted by Selma Pauls are held to commemorate the residents who died.
- Our chaplains also provide support and leadership to staff in Ethics and End of Life Care, Palliative Care, Dignity in Care, building

capacity for MAID conversations and Spiritual Care Referral

- Spiritual Care Referral training for all staff at both PCHs has resulted in an increased awareness for staff, residents and family members of the role of Spiritual Care in the holistic care of residents. Dignity in Care workshops for staff were also provided to enhance resident focussed care. Request for Foundation funding for a modified Dignity Therapy program at both PCHs is ongoing.
- We collaborate with supporting Congregations – PINK (Pastors in North Kildonan) and hold Church Liaison meetings. Emerging themes are that congregations are aging, and more pastoral resources required for “new old” membership with different expectations.
- Our Chaplains are also active in community and professional conference presentations for example, Ferd presentation at Dementia Care Conference on Spiritual Care for Persons with Dementia and Those Who Support Them and is a Long Term Care Rep on the WRHA Spiritual Health Services Advisory Committee

Bethania Mennonite Memorial Foundation

- As noted by the Board Chair, the Bethania Mennonite Memorial Foundation is a going concern for the diminishing level of spiritual care donations. We are very grateful to our families and residents who have named Bethania Spiritual Care for charitable donations in their memorial, and to all other supporters who donated during the year.
- We are renewing and revising the strategies for the Spiritual Care Fundraising Campaign along with other major donation needs, to better promote our cause and increase our annual/monthly and legacy donations. Legacy and estate giving and monthly donations from Mennonite community

members who are unable to donate large amounts at one time due to fixed incomes, is an option we hope people will choose over the next three years.

- Our Community Relations and Fund Raising Committee led by Erna Braun would welcome any volunteers to assist in reaching out to potential Major Gift prospects. We will also be seeking volunteers from our supportive Churches to participate in the implementation of Bethania MPCH 75th Anniversary Celebration events in 2020.

Bethania Environmental Services

BETHANIA MPCH

- Funded by the WHRA, the Safety and Security Key Scan Project was completed. It will improve the safety of the building as this system will grant access to critical areas of the building to authorized personnel only.
- The LED replacement project was completed and included the replacement of all the fluorescent light bulbs with new LED's as well as all the ballasts, the installation of new emergency exit signs, new occupational sensors, and new parking lot external lights. We expected significant savings over the next 5 years with these changes.
- A new High Definition Camera System was installed to improve the safety and security of the building. This new equipment includes a new web base server.
- A Circadian Lighting System was installed on 600 wing and North Station. This new lighting modifies the intensity of the light to mimic the time of the day outside. All the infrastructure was completed to expand it to the rest of the building in the future.

PEMBINA PLACE MPCH

- Funded by the WRHA, new Sit to Stand medical equipment was purchased.
- Flood damaged floor areas were completely renewed.
- All the second floor dining room tables were fully refurbished.

Bethania Housing & Projects

- There continues to be long waiting lists for BethaniaHaus, KingsfordHaus, and Autumn House, ranging from 2 to 4 years, suggesting a continued need for affordable housing for seniors.

BETHANIAHAUS

- The building has a 3- 4 years waiting list.
- The carpet was replaced in the main, second and third floor hallways.
- A Renewal Funding Grant was approved by The Manitoba Housing Corporation for the complete replacement of the Roof Air Handling Units as well as for the full Roofing Replacement of BethaniaHaus. It is expected the work will be completed in the Fall of 2018. New fire alarm panels were also installed at KingsfordHaus and BethaniaHaus. Included was the replacement of all the smoke detectors and pull stations. These replacements were needed to meet the required safety standards for the buildings.

AUTUMN HOUSE

- The building is fully occupied, and the waiting list is about 2 years.
- A brand new camera system was installed to improve the safety of critical areas.
- All the Patio doors of Autumn House were replaced. This investment will greatly improve

the energy efficiency of the building. We also coordinated with Manitoba Housing to install a new 450 KVA emergency power generator for 285 Pembina. This generator will provide power for the whole building in case of disruption of normal Hydro service.

285 PEMBINA HIGHWAY

- The 285 Pembina main roof air handling unit received a complete overhaul in order to keep it running at peak efficiency. Due to the aging pipes, several floods due to breakages occurred at 285 Pembina resulting in over \$80,000 in repair costs. We are closely working with Manitoba Housing in order to develop a strategy that will address the aging infrastructure of the plumbing and prevent these types of issues in the future.
- The Elevator Machinery Replacement Project was completed in the spring and consisted of the replacing all the electrical motors, contactors, cables and cart boards.
- The DC café Main Steamer was replaced with a new one.
- All the building Defective Thermostats were replaced with new ones.
- This building has 14 empty apartments, most of them hostel one room suites.

ARLINGTONHAUS

- One Suite is vacant and the waiting list is approximately 6 months.
- The Kitchen Installations were upgraded as per the Health Inspector requirements.
- The hot water storage system was modified to satisfy the building demand.

- A brand new High Definition Camera System was installed in the building to improve safety.
- All the cabinets in the Supporting Housing Common Areas were replaced with brand new ones

KINGSFORDHAUS

- The building is fully occupied with a 3 - 4 year waiting list.
- A full kitchen upgrade project was completed which included the replacement of all the kitchen cabinets, sinks and counters.

Finance Report

- Overall, 2017-18 was another positive year financially for the Bethania and Pembina Place PCHs. Although there was a 0% funding increase for non-salary items again, costs were strictly controlled by management by reducing maintenance costs, lower WCB fees, controlling sick time, and maintaining food costs through contract management and inventory control. Therefore, we were able to generate minor surpluses in both PCHs (\$83K at Bethania and \$85K at Pembina). It will be an ongoing challenge, however, to avoid deficits this year if we do not receive sufficient increases for both salary and operating costs in the new Service Purchase Agreement with the WRHA.
- Bethania Mennonite Memorial Foundation experienced a surplus of \$33K this year due mainly to a couple of larger one-time donations for Spiritual Care. Donations increased by about \$70K in our unrestricted fund as a result of these large donations. The Development Officer position was ended during the year because the expected increase in donations was insufficient to cover the cost of this position. We still hope to see an increase in major gift donations over the

next 3 years, to allow our Spiritual Care programs to continue into the future.

- The various Programs managed by our Bethania Housing & Projects experienced stronger results this year. The overall deficit of \$9K, is attributable to our amortization of assets. A combination of price increases, an \$18K funding increase from WRHA, and restructuring of meal service at ArlingtonHaus Support Services to eliminate snacks and breakfast led to the almost complete elimination of operating deficits – only \$3K this year compared to \$80K last year.
- Our Meal Programs at BethaniaHaus and KingsfordHaus continue to run smoothly with small surpluses. A new part-time Tenant Resource Coordinator has been brought on at KingsfordHaus as a result. This new position is working well and the costs are mostly covered by the KingsfordHaus Meal Program (\$3K deficit). In future years, the KingsfordHaus Board will fund any deficits as a result of the TRC position. The DC Café at 285 Pembina reduced its deficit (\$105K from \$167K) which is recoverable from Manitoba Housing. This reduction was a result of also restructuring the meal plan in 2017-18 to eliminate breakfast for independent tenants at 285 Pembina. The Meal Program at Autumn House and Tenant Resource Coordinator program at Autumn House, ArlingtonHaus, and Sunset House operated at a larger deficit this year due to declining participation in the Autumn House Meal Program. However, this deficit was covered by a larger draw from the former Seniors Home Help fund this year. There is concern over the declining participation in the Meal Program at Autumn House and service may need to be reduced or terminated altogether in the future.

- BethaniaHaus, owned by the Bethania Group, continues to operate efficiently and returned \$48K in surplus to Manitoba Housing, as required under the Operating Agreement.
- ArlingtonHaus and 285 Pembina Inc. are both owned by Manitoba Housing. ArlingtonHaus ran a surplus for Housing of \$48K, while 285 Pembina ran a sizable deficit of \$475K due largely to \$133K of expenses for bedbug treatments, \$65K in several flooding incident repairs, and \$24K in rear door and Gardens contribution costs. Manitoba Housing reimburses us for those deficits.
- The meal program at Cornerstone, Inc. ceased operations at the end of November 2017 due to lack of participation. It ran a deficit of \$13K, over those 8 months, which the Cornerstone Board reimbursed to Bethania Housing & Projects.
- Within the Finance Department, due to efficiencies gained through our new structure and hard work, we managed to eliminate a part-time position to meet WRHA's funding cuts.

Human Resources

- Collective bargaining for ArlingtonHaus was completed on June 27th, 2018 with the Ratification vote taking place on August 8th, 2018. The contract was ratified at that time. The work will now begin on implementation of the new Collective Agreement into our systems.
- As part of Bill 29, the Health Sector Bargaining Unit Review Act, changes have begun. We have seen ArlingtonHaus (previously a Sub Local under BPCH CUPE 1629) break away and be amalgamated with other housing sites including to become Local

2348. We have also seen changes take place with our PCH CUPE locals with previous BPCH CUPE 1629 merging with PPCH CUPE 2874 under CUPE LOCAL 204 which is combined with several health care facilities. This process will continue to be interesting as Unions ramp up campaigning while vying for votes in the process.

- Human Resources has been working together with various members of our management team to audit our facilities and be in compliance with The Accessibility for Manitobans Act (AMA) by November 1st, 2018. This Act outlines mandatory accessibility standards required including the policies required, what specifically is to be included in the Accessibility Plan, and the mandatory Training Plan for all of our staff members.
- The ASAP (Attendance Support & Assistance Program) has now been in place for all of facilities going on three years. The WRHA created the Attendance Support and Assistance Program (ASAP), that functions as a non-disciplinary tool to manage staff attendance and reduce unwarranted sick leave and other absences. We are seeing many changes with members being more aware of their absenteeism and how it affects others as well as the positive changes we are seeing in our budget with decreased sick leave usage and less replacements required.
- Our Human Resources Team consisting of only 5 staff continues to support approximately 430 employees across our facilities. Staffing, payroll, performance management, leadership training, recruitment, mediation, grievance management, leave management including WCB, MPI and HEB, etc. are just some of the responsibilities of the team.
- The HR department continues our Manager Training Sessions to review process, create further understanding and knowledge in specific content areas such as Recruitment

and Reference Checking, WCB, Discipline, etc. We have continued to build and stretch our managers to broaden their horizons and vision in areas of communication and leadership expectations with consistent training in these areas. Staffing processes are often very complex and time consuming in a 24 hour, 365 day operation for two personal care homes as well as our other corporations. Recruiting and hiring the best qualified staff and understanding the clearly defined progressive discipline process within Union agreements, requires intensive training by HR to increase managers' knowledge and abilities.

- As we reviewed our new hire process in Human Resources, we realized the need to connect in-person with each new hire one on one to welcome them to Bethania. During this meeting we take the time to go through each of the important policies that we feel they need to know immediately including Code of Conduct, Respectful Workplace, Dress Code, etc., as well as assist them in completing the necessary paperwork for payroll and benefits. Following our meeting they are scheduled for General Orientation where they receive one full day of further in-depth training. It has been our experience to date that this process has helped us set the tone for our environment with new staff members and allowed us to prepare and educate them with the information that they require prior to attending our General Orientation.
- As a major support department for our organization, Human Resources continues to be very busy supporting managers/directors with staffing, recruitment process, investigations, Return to Work Programs, performance issues, attendance, etc. As a Human Resources team, our role is to act as a resource to all 430 staff to answer questions

and provide guidance and support in their times of need.

- These important roles require a significant amount of time and effort to ensure consistency and fairness across our organization. We also spend many hours working together with our three Unions (MGEU, CUPE & MNU) with a combined seven Collective Agreements to resolve issues and grievances.

Information Technology/Management

- Upgrades to the system across all sites included:
 - Stronger password configuration requirements implemented December 2017
 - Plans to upgrade all users to Office 2016 in summer of 2018. All users will then be on the same office software that will allow more efficient sharing of and working with files.
- In Bethania PCH, a new Keyscan door security system was installed that provides higher security and more efficient administration of access to key offices and rooms, such as Medication Rooms, HR, and Administration Storage.
- A new Surveillance system was implemented at KingsfordHaus.
- A new long-term I.T. Strategic Plan is being developed for 2019-2024.

Your Board of Directors

- Henry Neudorf, Brigitte Kutasiewich, Vic Rempel, Shellie Sklepowich, Erna Braun, Heinz Heese, Lawrence Hamm, Alvina Klassen, Erica Wideman, Bill Schulz (retiring), Lawrence Toet (2018), Herb Schaan (2018), Joan Ernst Drosdoski (2018)

Your Senior Leadership Team

- Doris Furtado, Director of Care; Ferd Funk, Director of Spiritual Care/Chaplain; Paul Klassen, Senior Director, Finance and Facilities; Daphne Froese, Director of Food & Support Services; Kim Newbold, Director of Human Resources; Sergio Cohen, Director of

Environmental Services & Building Operations; Dianne Nixdorf, Director of Therapeutic Recreation and Volunteers; Kim McMillan, Senior Administrative Coordinator; Gary Ledoux, CEO

The Board and Staff of the Bethania Group remain dedicated to the well-being and quality of life for our Personal Care Home Residents and the Tenants of our housing facilities. We ask that you keep us in your prayers and gifts as we continue God's work.

Henry Neudorf, Board Chair
Gary J. Ledoux, CEO
Bethania Group
October 2018