



The Bethania Group
Annual Report to the Members
of the Corporation
2014- 2015

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.*

MESSAGE FROM THE BOARD CHAIR

“70 years of Caring 1945-2015” are the words on our new logo.

70 years of work, dedicated to making the life of our seniors more affordable and more pleasant.

Our staff affects the lives of 634 seniors on a positive basis daily. The results are too numerous to list but let me highlight a few.

The needs for our services are ever increasing. In March of 2015, we accepted the responsibility for the position of the Tenant Resource Coordinator as well as the Meal Program Coordinator at Autumn House thereby expanding our involvement in tenant services.

Our efforts have been and are recognized by residents, their families, Manitoba Housing and the WRHA as we work together for the benefit of our seniors. The Winnipeg Health Region is implementing a program called, “P.I.E.C.E.S.”, that stresses creative solutions to managing dementia. We were among the first to receive training workshops for our staff to implement this program in both PCHs..

Evidence of our staff's involvement in the social lives of our residents was seen this summer when the Blue Bombers, having been made aware of the fact that their first female Board Member was living at Bethania Personal Care Home, invited Cecile Strawa, her family, as well as staff and Board members to the July 30th game against B.C. to honor her and her contributions to the club during their pre-game show. That one event did so much for her spirits and we appreciate the efforts made on her behalf.

We have a dedicated staff who love their work as indicated by the positive results. Not only do they do an excellent job of what we've tasked them to do, this past summer they secured a \$10,000 grant from the Winnipeg Foundation to go toward grounds maintenance. In another project they convinced the WRHA to replace all beds and mattresses in our PCH's. In a third project, where we had planned on replacing the 6 bathtubs, they convinced the powers that be to refurbish the bathrooms as well because of savings we had incurred. When you meet them, thank them for their diligent work.

We are grateful for our enthusiastic volunteer base who willingly donate not only their time but their finances as well. The Ladies' Auxiliary donated a one-time gift of approx. \$24,000 towards our Spiritual Care Program. Volunteers built and paid for our new communion table and pulpit.

We are fortunate to have a Board whose members work hard to facilitate our mission. We try to meet monthly except for July, August and December. Our Policy Committee has been extremely busy rewriting our Policies, Terms of Reference for various committees and the By-Laws for our various legal entities. The Fund Raising Committee has been busy planning a major expansion of our fund raising efforts. The Finance Committee has been busy practicing due diligence in their financial planning.

But we do need your help. Our Spiritual Care program is underfunded and at the present rate of fund depletion, could cease to exist in 3 years. We can't just sit there and let it happen. Presently we are looking to hire a fundraiser in a short-term position, to help us plan and carry out a major fund raising strategy over the next three years.

Originally, The Mennonite Benevolent Society was the main fund raising arm of our organizations and donations came in from as far away as Ontario, B.C. and Alberta. With government now funding two thirds of our health care needs we seem to have lost the urgency of that vision. At present it may be worthwhile to have M.B.S., our parent organization, re-adopt that role and release the various boards to perform the task of serving their residents.

Please join us in this work and support us with your prayers, actions and financial gifts as you are able.



Henry Neudorf – Bethania Board Chair

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It has been almost two years since I became the CEO of the “Bethania Group”, which includes the Bethania Mennonite and Pembina Place Mennonite Personal Care Homes, BethaniaHaus, ArlingtonHaus, the Bethania Mennonite Memorial Foundation, 285 Pembina, and the administrative, building management, financial services and meal programs provided for Autumn House and KingsfordHaus.

This past year has been another very challenging but also rewarding period in leading our complex organization. Like other non-profit PCHs in Winnipeg, we continue to face serious financial pressures (e.g. the core or “median” rate funding for PCHs has not changed since 2004) in trying to provide the highest quality personal health services, meals, spiritual care, therapeutic recreation programming, rehabilitation and occupational care services, clean and safe rooms and common areas, and a welcoming and home-like environment both within our buildings and in our garden areas.

As the Provincial government and the Winnipeg Regional Health Authority(WRHA) attempt to manage their resource pressures, it significantly impacts the funding they are able to provide PCHs for essential basic care and operational needs. In some cases, such as for major repairs, building systems replacement or renovations, there is little or no funding available. We remain hopeful, however, that our budget deficits and some unfunded needs will be addressed in the new WRHA- PCH Service Purchase Agreements currently in negotiation.

Despite these budget shortfalls and heavy workloads, our extraordinary managers and staff continue to provide the highest quality care and services for our Residents through innovative and efficient strategies. We have made significant progress on many crucial policy, operational and human resource challenges over the past year, and have responded superbly to significant emerging demands, such as the new WRHA Panel and Admission process, designed to ensure the urgent placement of seniors from Hospital beds or from the community to PCHs. This annual report will describe just some of these many accomplishments and activities since October, 2014.

Looking back over the past 70 years of Bethania, I feel a great sense of humility and also a heavy responsibility to lead this organization in the best tradition of previous CEOs. With this in mind, I try to bring enthusiasm, energy, and a belief in God’s purpose to work every day. With your prayers and support, and our strong community partnerships, we know we can achieve our goal of service excellence for our seniors.

I want to thank our extraordinary Board of Directors, and our staff and volunteers for their dedication and hard work over the past year. Without their commitment to our vision, values and mission, there would be no Bethania Group.

God Bless each of you, our Residents and their Families, and our Tenants.



Gary J. Ledoux - Chief Executive Officer

2014-2015 ANNUAL REPORT HIGHLIGHTS

Bethania Mennonite and Pembina Place Mennonite Personal Care Homes

- Bethania PCH had the highest response rate (70%) in the recent Accreditation Canada Resident and Family Survey in the province and country, while Pembina Place was 4th. A preliminary review of these data demonstrates that both families and Residents rate our care, support, meals, recreation activities, and other services very highly. There is, however, room for improvement based on some comments or suggestions in these surveys, and we will continue to address these issues as part of our strategic plan. The most common concerns centre on the need for more Nursing and Health Care Aide staff to provide a sufficient level of service. Unfortunately, that issue can only be resolved with more funding from the WRHA/Mb Health.

- Improving Resident care and support is our first and most important priority. The following are just some examples of our exciting and innovative approaches based on evidence driven research and best practices:
 - ❖ The Bethania Group was selected by the WRHA to participate in the WRHA Dementia Care Pilot Program (along with Concordia Place), to accelerate the delivery of PIECES education to both professional and support staff. Jennifer Ewatski Director of Clinical Information Systems, is currently participating in a WRHA working group to revise the PIECES tool for use among long term care sites.
 - ❖ In addition, Doris Furtado, Acting Director of Resident Services and Jennifer were selected to participate in the *WRHA Collaboration* workshop in May with the submission of our Dementia Care collaborative initiative. This project includes the use of the PIECES framework to create a person centered inter-professional care plan for Residents with dementia. Strategies such as daily all staff huddle sessions and a collective communication tool have been developed to ensure staff are aware of a resident's needs and care plan interventions.
 - ❖ In Bethania, we are completing extensive training to implement more Resident focused meal experiences. For example, our new food carts can provide a choice of two main entrees at meals. We have spent the last year looking for ways to improve our food services departments in both PCHs with input from families and Residents. As much as possible, we also provide traditional foods while recognizing the need for variety and economies of scale when preparing over 228,000 meals a year at both locations. With our focus on Resident centered care both Bethania and Pembina Place are also participating in a research project "*Making the Most of Mealtimes*" (M3). This university led research is focused on identifying and addressing the complex causes of poor food intake in long term care. Many predisposing factors (e.g. dementia) cannot be changed, but there are other determinants (e.g. person centred mealtimes, nutrient dense food) that can be improved.
 - ❖ The Bethania Group is participating in the multi-university led *Translating Research in Elder Care Project* (TREC) to identify how current work habits can influence the use of best practices by front line staff in order to improve the quality of Resident Care.
 - ❖ The increase in staff and service hours for Rehabilitation services for both Bethania and Pembina Place has improved the quality of life for many of our Residents as it improves Resident independence and falls prevention.
 - ❖ With an increasing number of residents with dementia, it is imperative that programs be designed to meet the needs of this special population. Group programs are beneficial for the higher functioning residents; however, the residents in the later stages of dementia are unable to experience satisfaction or success in group situations. Our small group programs involving as few as three or four residents, allow these residents to comprehend the task at hand ensuring meaning and success. Staff also take advantage of "*In the Moment*" programming that provides meaning for the resident such as sorting or sequencing type activities, or coloring/art projects. In addition, over the past year Recreation at Bethania introduced the use of iPads as a tool to provide individualized programming as there are many "apps" for use with Residents with Dementia.

- With the funding support from WRHA, we are in the process of replacing all 6 bathing Tubs at Bethania and all 3 at Pembina Place. These new tubs are safer, more effective and easier to clean to the proper standards. In addition, again with WRHA support, we were able to replace all 148 beds and mattresses in Bethania this summer, following a WRHA study which determined the old beds did not meet safety protocols.

- Our Senior Leadership Team and other key staff, have also begun the very intense and time consuming preparations for the 2016 Mb Health/WRHA PCH Standards Review. It takes hundreds of hours to assemble, review and collate the

required information on the 25 different Standards and over 200 sub-criteria in the review. These Standards were revised in 2015 with more sub-criteria, which adds a considerable amount of extra work in preparation.

- During the year, we had a warm farewell for Dr. Errol Dormer with our thanks for decades of service to Residents in Bethania. We ask God to bless Dr. Dormer in his retirement. Once again, we were able to recruit another outstanding replacement Physician for our Medical Staff and welcomed Dr. Edin Tunovic who has assumed responsibility for Dr. Dormer's Residents. Earlier in the year, Dr. Chris Loepp, the Medical Director, was selected by the Medical staff to become the new Chief of Medical Services for Bethania and Pembina Place Mennonite Personal Care Homes. We wish Dr. Loepp the best of luck in this new role and thank her for over 30 years of faithful service to our Residents in both Personal Care Homes.
- Recruitment efforts continue as the need for volunteers to enhance the daily lives of residents is ever so important. Volunteers are essential in providing Residents with personal interactions and opportunities to alleviate loneliness and boredom. Volunteers serve in a variety of areas within the home including but not limited to assisting residents at mealtimes, recreation programs, visits, worship services, gift shop, maintenance, folding laundry, special events and beautifying the grounds. Bethania currently has 152 volunteers who have contributed 8, 017 hours of volunteer work for the period of October 1, 2014 to September 1, 2015. Pembina Place has 37 registered volunteers contributing 2660 hours in the same period.
- In the spring, girls club students at Kildonan East Collegiate, along with artist Denise Prefontaine, and their art teacher participated in an Art Project with Bethania residents. The Artwork concept entitled "Life Journey" involves residents assisting with placing colorful mosaic tiles in a series of sculptures arranged in evolutionary sequence, beginning with an egg and progressing from small through to large caterpillars, then on to a standing butterfly. The intergenerational focus chosen by the girls club involves women from the community of all ages. They were excited to hear a resident at Bethania who is 105 participated in the project! The sculptures will be placed at the end of the west side of Concordia Avenue to the entrance of the Northeast Pioneers Greenway Trail. The anticipated date of "unveiling of the sculptures" will take place in the late Fall 2015.
- Bethania was fortunate to receive a \$10,000 grant from the Winnipeg Foundation for our Garden Revitalization Initiative. Through this grant, we were able to secure funding to hire Kim Larcombe for the summer to assist with the redevelopment and maintenance of the grounds, and to work with our extraordinary volunteers on our flowerbeds, and other garden areas.
- Regular programming for the spiritual care at Bethania and Pembina Place include weekly worship services in the Mennonite tradition as well as non-Mennonite churches in our chapel services. At Pembina Place, we also provide a weekly American Sign Language Bible Study Fellowship. Our dedicated volunteers provide support for communion, piano playing, assisting Residents to come to chapel and sing in choir groups from our churches. We are blessed to have this ongoing pastoral and volunteer support for our spiritual care.
- In September, we hosted our regular Spiritual Care Liaison meeting with clergy from our supporting congregations for both PCHs and other area Mennonite Churches, to hear about their senior's activities and initiatives, and to present the five strategic priorities that involve our Churches and congregations. We are working on many collaborative ideas to strengthen our relationships with Mennonite congregations, such as offering educational presentations and resources related to Dementia care, the new PCH Panel and Admissions process and issues on the care of the elderly for our Church congregations.
- We are extremely grateful for a new communion table and pulpit that were built for the Bethania Chapel by Delmer Epp and John Giesbrecht. Lillie Martens generously covered the cost of all the materials.

- Melita Rempel Burkholder is retiring from her position as Chaplain at Pembina Place after more than 6 years of service. Michele Barr will become Chaplain in October 2015. We wish God's blessings on Melita for her service and on her retirement, and welcome Michele.
- Bethania's Annual Family Day was held on July 17th, and was a time for learning, sharing, laughter and growth (and a dunk tank!). Generations came together from a 2-week-old infant to a 104-year-old Resident, to join in the fun. On July 24th, Pembina Place held a Country Fair with similar activities as Bethania's family day, such as a petting farm, quilt displays, and a balloon artist/clown. Check our website for pictures under the [Bethania PCH](#) header!

Governance and Management

- Since October, 2014, the Board and senior staff finalized our 3 year Strategic Plan and have implemented many of the Strategic Priorities for year one. Each of these eight Priorities reflect our Mission, Vision and Values, build on current initiatives and respond to identified needs to better serve our Residents, Families, Tenants and broader Mennonite community. In order of priority, they are:

Our Seniors

1. Increase Resident Centre Care taking account of Specialized Needs
2. Strengthen our Volunteer Base, Engagement and Support

Our Community

3. Strengthen our Relationship with our Mennonite Church Community, Mennonite Non Profit Organizations and other supportive private sector Partners
4. Promote Bethania's value to our community
5. Develop a Fundraising Strategy to increase Annual and Legacy donations to sustain Spiritual Care and meet other unfunded needs

Our Staff

6. Develop and implement an effective and sustainable Human Resource Strategy

Our Organization

7. Conduct a system wide Organizational Review and implement improvements
 8. Identify opportunities to expand PCH Bed Capacity and Affordable Senior's Housing
- Our Board and its Committees have had a very active year. For example:
 - The Policy Committee, led by Ingrid Loewen, has revised the 7 Bethania entities By-laws and had them approved at a special membership meeting on June 26th. They also led the rewriting of the 5 Board Committee Terms of Reference, and are in the midst of redrafting the Board Governance and Policy Manual. In the late summer, they also consulted with Doris Furtado and Dr. Loepp on the revisions to the Medical Staff By-Law No. 1, and the decision to seek approval for the repeal Medical Staff By-Law No.2 at the 2015 AGM.
 - Henry Neudorf has represented Bethania ably at the PCH Board Chairs meetings with Dr. Gerry Gray, Board Chair, WRHA, to address key policy, operational and funding issues for the non-profit sector. Our Executive Committee bids a fond *fare thee well* to Rudy Redekop, our Treasurer and Chair of the Finance and Audit Committee, and welcome Corey Andres into these roles and on the Executive. We also want to recognize Nomination Committee Chair Leni Lousier for her relentless work each year to identify and confirm new Board members who will embody the values and mission of Bethania through their gifts and service on the Board.

- The Community Relations and Fund Raising Committee led by James Schellenberg, is working hard to develop a 3 year Fund Raising Strategy, to meet current and future needs in spiritual care, for furniture replacement and other Resident needs, and for the essential renovations, repairs and new equipment not funded by WRHA.
- My Senior Leadership Team and I have successes, and at time some setbacks, in addressing significant challenges in securing additional funding, managing labour relations issues, involving families and Residents in decision making, reducing absenteeism, improving staff interpersonal relationships and moral, and incorporating our values and Resident centred care in our daily work.
- A comprehensive Disaster Management program has been implemented which includes policy development, departmental response algorithms, education presentations and mock drills. In addition, a reciprocal evacuation site agreement has been established between Bethania and Concordia Hospital/Place in the event of a Code Green total evacuation situation.
- Our Human Resource department continues to improve procedures and processes to increase efficiencies, provide better communication to staff on pay and leave issues, implement the new integrated Time and Attendance system in the new year, refine staffing procedures and assist managers with staff relations issues. HR has also launched a WRHA developed, Attendance Support and Assistance Program (ASAP), that functions as a non-disciplinary tool to manage staff attendance and has been highly effective in reducing unwarranted sick leave and other absences.
- A second area of significant cost to Bethania is WCB claims for injury at work. A WCB grant application has therefore been submitted to implement a *Musculoskeletal Injury Prevention/Safe Resident Movement* project in order to reduce staff workplace injuries. The project includes staff resident mobility/equipment training, electronic safe work procedures, training videos and the recruitment of a Musculoskeletal Injury Prevention Specialist. We expect to hear in November if it has been improved.
- The important issue of PCH preference within the new WRHA Panel and Admission redesign remains an important focus for our Social Worker and Director of Resident Services. The WRHA has recently confirmed our 2012 agreement that 75% of our beds should be reserved for those of Mennonite faith. Reaching this level, however, will be difficult as the WRHA continues to prioritize PCH admissions deemed urgent from hospital or the community “urgent” to improve patient flow. This can prevent us from using our own “short list” of names from our Mennonite community for admission unless their admission is deemed urgent.

Financial Situation

- Overall, 2014-15 was a challenging year financially for the Bethania and Pembina Place personal care homes. There was a 0% funding increase for non-salary items although costs such as utilities increased about 5% annually and food costs this year alone increased 10%. Through efficient management and a few staffing delays, we achieved a small \$20K surplus, however, as we are not going to be receiving an increase in non-salary funding for 2015-16, it will be extremely difficult to keep both operations above break-even this year.
- Bethania Mennonite Memorial Foundation also had a better year in comparison to recent years ending with a small surplus of \$14K in its unrestricted operations, which supports Spiritual Care Programs at both personal care homes. However, this small surplus was due to sizable donations from the Women’s Auxiliary of \$30,000. Our deficits in the previous two years were \$20,000 to \$40,000 and if deficits of this size occur in the future, it will lead to the termination of in-house Spiritual Care programs in less than three years.
- Bethania Housing & Projects ran a modest surplus of about \$25K, though it should be noted the surplus included a \$41K extraordinary credit for an expense accrual that was reduced based on updated information. Without this credit, it would have suffered a \$15K deficit. This can largely be attributed to losses in the ArlingtonHaus Support Services.

We are currently in our 4th year with no funding increase from Mb Health for the Supportive Housing Program at ArlingtonHaus. Negotiations for a new Service Purchase Agreement (SPA) have been underway for about two years, and we hope when settled it will include \$15-20K more funding per year.

- We continue to manage KingsfordHaus and Autumn House as well as exploring further management possibilities. Both these buildings are operating very well in all respects, including financially. Autumn House no longer has an Operating Agreement with Manitoba Housing since it is no mortgage free. However, with the assistance of Housing, it has developed an innovative rental structure by offering existing discounted rental rates from market and even continuing to offer Rent-Geared-To-Income (RGI) to lower income individuals. Manitoba Housing is providing a flat subsidy for those suites.
- BethaniaHaus, owned by the Bethania Group continues to operate well financially and returned just over \$100K to Manitoba Housing, as required under the Operating Agreement because Housing makes the mortgage payments and claims any surpluses.
- ArlingtonHaus and 285 Pembina Inc. are both owned by Manitoba Housing but managed by Bethania. ArlingtonHaus ran a small surplus for Housing of \$42K, while 285 Pembina continues to run sizable deficits that Housing reimburses.

Bethania Mennonite Memorial Foundation

- As noted earlier the Bethania Mennonite Memorial Foundation continues to struggle financially and as a result, spiritual care services could end as a core program of our PCHs. Work is therefore underway by our Fund Raising and Public Relations Committee to develop a comprehensive and long term Fund Raising Strategy for the Bethania Memorial Foundation. Approximately \$900,000 is needed for both PCHs in the short term, to replace our roof and HVAC, carry out renovations and repairs, buy certain medical care equipment, to replace aging boilers and other building infrastructures, install WIFI so that Residents can communicate by Skype, purchase new Resident furniture for common areas, clean up and maintain our grounds to name a few. We also hope to raise up to \$1 Million to create a stable fund to pay for our Chaplains and their spiritual care programs for the next 6 to 8 years and not live "hand to mouth" each year. As noted in the Chair's message, these budget requirements are not covered by government but rely on the generous gifts from our Mennonite community.
- You may have seen our new tag line, "*Your History, Your Legacy, Your Bethania*" on our materials, letters and posters in the past year. It is meant to remind our Mennonite Community and supportive Churches, that Bethania was created by Mennonites seventy years ago to alleviate suffering and provide care for our elders, and it is now our responsibility to continue its good work in the future, and to ensure its legacy in our community.

Bethania Housing Management

- There continues to be long waiting lists for tenancy at BethaniaHaus, ArlingtonHaus, KingsfordHaus, Autumn House and 285 Pembina ranging from 3 to 7 years. We understand the frustration this can cause but it is symptomatic of a general lack of affordable housing for seniors in this community.
- In all of these buildings, there are increasing repair, replacement and renovation needs each year, which we tackle one by one as money is available. In some cases, such as for 285 Pembina or ArlingtonHaus, we must depend on the government to provide the funds, as they own the buildings. For KingsfordHaus, Autumn House and BethaniaHaus these needs are paid for out of capital reserve funds as they are made available.
- At the request of Senior's Home Help, Inc., of the First Mennonite Church, Bethania assumed the full management of the meal program and Tenant Resource Coordination at Autumn House, ArlingtonHaus and Sunset House. In August, 2014 we also supported the Autumn House Board in its transition from working under an Operating Agreement with Manitoba Housing, to complete independent operations. The Board although being mortgage free, was still able to continue subsidizing lower income tenants with some assistance from Housing.

- In order to increase revenues and decrease the ongoing deficit at 285 Pembina, we have developed a joint deficit reduction plan with Mb Housing that has been awaiting funding approval by the provincial government. While we wait, we still continue to find savings or increase revenue such as by installing a new Theater sound system, projector and stage renovations, and marketing the on-site Theater for rent to a wide range of prospects including our Churches, Mennonite Schools, government departments, local acting troupes, and so on.
- We are also awaiting a decision from the government on funding increases in a new Agreement for our Supportive Housing services for our frail and most at risk seniors living at ArlingtonHaus, to prevent or at least forestall, placement in a PCH.

In closing, my entire staff and I wish to thank the Board, our community and most importantly, our Residents and Families for allowing us to serve and care for our seniors.

Your Senior Leadership Team

- **Doris Furtado**, A/Director of Resident Services
- **Ferd Funk**, Director of Spiritual Care/Chaplain
- **Paul Klassen**, Director of Business Operations and Development
- **Daphne Froese**, Director of Food Services
- **Kim Newbold**, Director of Human Resources
- **Sergio Cohen**, Director of Environmental Services & Building Operations
- **Dianne Nixdorf**, Director of Recreation and Volunteers
- **Jennifer Ewatski**, Director of Clinical Information & Special Projects
- **Andrea Murray-Francis**, Coordinator of IT & Business Continuity
- **Anne Heidebrecht**, Coordinator of Administration
- **Gary J. Ledoux**, CEO

Respectively submitted,

Gary J. Ledoux, CEO, The Bethania Group
October, 2015