



*Annual Report to the Members  
of the Corporation*

2018- 2019

*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

I feel somewhat like what King David must have felt like when he noted in Psalm 9:1:

“I will **give thanks** to you, Lord, with all my heart; I will tell of all your wonderful deeds.”

This has been a great year for Bethania.

First and foremost I must express our thanks to our wonderful and dedicated staff for the loving and selfless care they provide for our residents. I have received more comments of appreciation and gratitude from residents and family members than in any of the previous years of my participation in this organization. Thank you, staff, and congratulations on a job well done.

My second word of thanks goes to our many supporters. You, the individuals giving generously for our support as well as the Government of Manitoba who supports us with approx. 70% funding. We couldn't survive without your generosity.

Third, I'd like to thank the 100+ volunteers who give so selflessly of their time and effort. Your work is seen where-ever there is a need: gardening, feeding residents, providing music, visiting, taking residents for walks, etc. Some have served for 40+ years – amazing!

We've come a long way in our 74-year history.

Our theme at last month's fundraiser was “Share the Light – Leave a Legacy”.

Seventy-four years ago our forefathers had a similar dream. The plaque in memory the first Bethania created in 1945 reads, “Bear ye one another's burdens – Gal. 6:2”

First organized in 1945, Bethania started serving a small group of elderly residents. By 1963 they had 66 residents (28 Mennonites/Germans, 22 British, 14 Ukrainian & 2 Dutch).

Today Bethania's PCH on Concordia serves 148 residents and the Pembina Place PCH has 57 residents for a total of 205 PCH residents.

We also serve another 143 residents with various forms of assisted living/supportive housing/meals program through our Bethania Housing and Projects at our various facilities.

In addition, we provide 30% Rent Geared to Income at several sites. We own BethaniaHaus (54 suites) and ArlingtonHaus (116 suites). We also manage 285 Pembina (116 suites), Fred Tipping Place (205 Suites), 529 Country Club Blvd. (107 suites) for a total of 598 suites with discounted rents.

In total, we provide various levels of service to a diverse group of 946 residents, having a wide range of ethnic/religious backgrounds, daily.

In the late 1940's Bethania experienced difficulty in hiring staff due in part to their remote location at Parkdale. In 1947 Bethania sponsored refugees from camps in Germany and Paraguay to come and work for them. It is reported that by 1949 they had 12 in nursing and 9 working in the kitchen and laundry.

Today Bethania is an “employer of choice” with 400+ full and part-time employees.

All of this has been possible because of the support of the various interest groups that had the vision and the desire to make it happen. Donors saw the need and agreed to pay their contribution forward for the benefit of future generations.

*Psalm 106:1* **“Praise the Lord.** Give thanks to **the Lord, for he is good;** his love endures **forever.**”

We recognize though, there are some financial responsibilities that need to be met.

Our expenses not fully covered by government funding, and we also had to endure another claw-back of 0.25% of our budget.

That amounts to approx. \$40,000 between Bethania and Pembina Place.

At the organizational level, in 1945 Bethania was run by the Mennonite Benevolent Society. This changed with the move to Concordia Ave. when Bethania Mennonite Personal Care Home was incorporated.

Although individual members of MBS have remained and are strong supporters of Bethania, the support given by the original organization is not nearly as clear. There is lots of room for MBS involvement in Bethania Group's activities and yet the mother organization remains at "arms-length". I have repeatedly indicated a need in the spiritual care ministry of our work. Spiritual care funding receives no support from government programs. To date, there has been no response from the Mennonite Benevolent Society.

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? Presently we are expanding our services. We trust that with your generous support through deed, word, prayer and financial contributions we will continue to meet the growing needs of our seniors.

Thank you and God Bless!



Henry Neudorf – Board Chair

### **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**

On behalf of our Managers and all our staff, I am pleased to present this report to our membership on the activities, achievements and challenges of the Bethania Group over the past year.

Last year, we undertook the most significant new operations since I arrived in 2013, and in fact, in the past 15 years of our history.

In the spring of 2019, the Bethania Group purchased ArlingtonHaus from the Manitoba Housing and Renewal Corporation. Bethania had been the building managers for over 20 years and were selected by MHRC as the sole bidder for this sale. The price for the building was set at 75% of its appraised value and we were also able to deduct the long list of renovation and repair costs from the final purchase amount. In addition, for agreeing to maintain affordable rents, MHRC provides an annual subsidy to ensure an operating surplus from year to year.

Secondly, we were the successful applicants to take over the building administration and management from MHRC for 601 Osborne Street (Fred Tipping Place) and 529 Country Club Blvd. Both are independent living apartments for very low income seniors. With

205 and 107 tenants respectively, these buildings have increased the total number of senior tenants we serve by 36%. Our official turn over date was May 1<sup>st</sup>. The many health and social needs of the tenants of these buildings is proving to be challenging but we are confident that we are up to the task with God's help.

Bethania and Pembina Place continue to be the PCH of choice for many in our Mennonite community but also for those of different cultural and religious backgrounds. Our reputation for high quality personal, emotional, social and spiritual care is also recognized by the WRHA and Manitoba Health as well as by our PCH colleagues and the broader community.

We are always, however, seeking innovation in our care of residents, and as you will read later on, Bethania and Pembina Place have been involved in a number of leading practice research studies focussed on improving the quality of care and life for residents. In fact, Bethania is often sought out by researchers to participate in their studies because of our solid reputation.

I am not pleased to report that our government funding is still not keeping pace with the increasing costs of our

operations. Funding for needs such as supply costs increases for food, medical care supplies, etc., remained frozen for the 10<sup>th</sup> year in a row although the prices have increased over 36% in that time period. Further, although care requirements for residents have increased because of their poorer health and mental status, there is no additional funding to hire more staff to meet these resident care requirements. While we are committed to managing within budgets, finding efficiencies and cutting spending has reached its limit and we can expect deficits will occur unless new resources can be provided.

The WRHA continues to face significant budget reduction targets and cannot incur deficits. Consequently, they are unable to provide this additional funding for long term care. The issue of sustainable funding therefore rests with the provincial government. We have reviewed, with our MARCHE colleagues, these funding shortfalls and pressures to provide an evidence based report directly to the Minister of Health, Cameron Friesen. Our aim is to request 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.

While we wait for increased funding support, however, we must find ways to address emerging needs. We were pleased and very appreciative for example, to have received a \$20,000 grant from the Winnipeg Foundation this summer, to repair a number of badly damaged sidewalks in the Park area. In addition, we were forced to use scarce operational dollars to fix the bricks on a few of the outside walls of Bethania, which were falling off and allowing moisture damage in some interior walls. And of course, through the generosity of

our families and community supporters, our spiritual care programs can continue for the next year although future deficits are looming.

We are very excited about the upcoming 75<sup>th</sup> Anniversary of Bethania Mennonite Personal Care Home in 2020. In the Board Chair's message, Henry notes some key facts and milestones about Bethania's history that we will celebrate next calendar year. We are developing a highlight video on the history of BMPCH, planning a "Homecoming" evening in June and a Gala Celebration and Fund Raising evening in September 2020. One of our goals for next year is to appeal to the younger generation to increase their support of Bethania and ensure its continued existence to serve their parents and even themselves in the years to come. We will be looking to our supportive Churches, our Mennonite community and the members of MBS to help us reach out to this population of 60, 50 and even 40 year olds.

As CEO, I am grateful that Bethania is blessed to have dedicated and engaged Board members who provide thoughtful guidance and unwavering support, and for 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

## **2018-2019 ANNUAL REPORT HIGHLIGHTS**

### **Governance and Executive Management**

- In June 2019, the Board developed and approved a new 3 year Strategic Plan for

Bethania Group operations and programs, for the period of 2019-21 (see pages 2 & 3 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 strengthening our Palliative Care program; creating a Nursing Working Group overseen by our Executive committee to implement Quality Improvement strategies; planning for the inclusion and implementation of the WRHA Long Term Care Strategic Priorities; and developing new personal and spiritual care and therapeutic recreation methods for residents with dementia and behavioural problems. It is important that we stay abreast of the Manitoba Health Transformation strategies, programs and system changes to address their impacts on our PCH operations and policies as we move into the future.
  - 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.
  - The Service Purchase Agreement consultation process with WRHA has been dormant since the final draft overview SPA in the spring of 2019. The legal version should be out presently. It is expected that the SPA Schedules negotiations for Accountability, Funding, etc., will begin in early September and continue as long as April. It has been MARCHE's position that our negotiators cannot approved these Schedules on behalf of all the PCHs and that each Board will need to review and ratify.
  - The MARCHE CEOs Financial Pressures and Deficits Report project has completed its data gathering and analysis phase. MARCHE has hired a writer on contract to put all the information into context and in a format suitable for presentation to government. It is hoped that a final report will be ready to submit to the Minister, WRHA and Shared Health for discussions in November.
- The Board and I continue to attend biannual meetings with the CEO and Board Chair of the WRHA along with our nonprofit PCH counterparts. These meetings have the potential to be an important forum for influencing key policy and governance issues affecting our operations. Our collective concerns are also communicated by WRHA to Shared Services and the Minister of Health.
- A second important forum is the WRHA CEO Leadership Council hosted by the ED LTC WRHA. All for profit and nonprofit PCH CEOs attend these monthly meetings to discuss and address critical policy, program, systems and operational issues related to long term care including Supportive Housing.
- The MARCHE group has also written the COO, WRHA requesting clarification on the reporting and accountability relationships between the non profit PCHs and the WRHA, Shared Health and various Provincial departments because of ever increasing demands for data and other information from all of them. These demands are requiring many hours of work by senior and other staff and we question if this information is ever reviewed or used. The reply from the COO now pushes the issue to the SPA negotiation table for discussion over the next eight months.
- We were pleased that based on the advocacy of the Bethania Group along with hundreds of other faith based service organizations across the country, the 2019 federal Canada Summer Jobs program dropped the demand 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. As a result our applications for 3 summer students was approved. I would like to also again acknowledge the leadership of Douglas

Mennonite Church who along with the Pastors in North Kildonan group were strong and active opponents of the attestation.

- In 2018, 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 2019-20. 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 Vic Rempel, Alvina Klassen and Heniz Heese for their dedicated service on the Board of Directors and various subcommittees. Their wisdom and good work will be missed. We also warmly welcome Darren Quiring, Irene Goerz, Martin Enns and Susan Schmidt to the Board of Directors and look forward to working with them.

### **Bethania Mennonite and Pembina Place Mennonite Personal Care Homes**

- Bethania is gradually increasing every year to reach the 75% Mennonite admission rate. We are reporting our year to date as 67% Mennonite admissions for 2019. In 2018 we were at 66% and 2017 we were at 60%. We continue to have challenges with the Long Term Care Access center in regards to priority hospital admissions of resident's not of Mennonite faith when a vacancy happens.

- 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.
- Bethania and Pembina Place MPCH are always looking at innovative approaches based on evidence driven research and best practices. We are always interested in pursuing ways we can improve the care we provide to the resident's we serve. Taking part in various research studies in 2018-2019 has given us the opportunity to follow through with this mission.
  - The first was the BABEL - Advance Care Planning research project in long-term care, led collaboratively between long-term care partners, the University of Manitoba, and Dr. George Heckman at the University of Waterloo. We have been collaborating with the BABEL investigators in the selection, refinement and implementation planning of the best-practice Advance Care Planning interventions. This study ties in very well with the strategic action plan on implementing best practices in Palliative Care across all PCH departments. We are looking forward to be able to continue to use this tool in the future.
  - The second research project was an innovative research study, which is aimed at improving the assessment of pain in nursing home residents with moderate to severe dementia. Asking residents if they have pain is considered the best way for healthcare providers to assess pain. This is not always possible for residents with more advanced dementia who are not able to describe their pain in usual ways. For these residents, a useful approach is to observe for behaviors linked with pain, such as

grimacing. The aim of this study is to develop and test an **observational pain assessment scale** to use for residents with moderate to severe dementia. This research is part of the translating Research in Elder Care (TREC) program. TREC, under the direction of Dr. Carole Estabrooks and based at the University of Alberta, focuses on improving quality of care and quality of life for older adults in residential long term care facilities (nursing homes)

- The third research study was the continuation and second phase of the data collection for the Compassionate Care Questionnaire Development study! This was a joint research initiative between the University of Manitoba and the University of Calgary, funded by the Canadian Institutes of Health Research. The study was ready to develop and validate a measure of compassion. This study included participants from 10 unique sites/programs in Winnipeg, representing long-term care, hospice, acute palliative care, and palliative home care.

Pembina Place also took part in three research studies this past year.

- **The first being SSaSSy: Sustainment, Sustainability, and Spread Study:** as a follow-up to the Safer Care for Older Persons in residential Environments (SCOPE) study. SCOPE was a quality improvement initiative with a randomized controlled trial design (RCT) that targeted health care aides in residential long term care settings in western Canada. With the completion of SCOPE, they are interested in investigating factors that influence an intervention's continued use, effectiveness and

spread to other units. SSaSSy responds to calls for research that focuses on post-implementation stages of interventions to learn how we can improve the sustainability of evidence-informed practice innovations in healthcare settings and enhance returns on research investments made in clinical practice research and on the part of health care organizations. This study will be approx. 4 months in length.

- Pembina Place also participated as a pilot site for the WRHA LTC Program 2019/20 operating plan, data related to transfers to the emergency department.

- Pembina Place was also invited to participate in a **WRHA Pain Quality Improvement Project** in order to implement strategies to reduce daily reports of resident pain. A **Pain Project Kick Off** event was held for the interdisciplinary team on December 5<sup>th</sup>. Pembina will utilize MDS data to track resident pain levels and aims to reduce the current 12.6% pain rating to 6.3% or less by June 30, 2019. To reach this aim in reduction the facility implemented various strategies. We were successful in reducing our pain levels.

- Nursing Leadership and front line staff strive to ensure that residents of Bethania and Pembina Place receive the best care. The Nursing management team is continuously look at best practices and ideas that could assist staff in ensuring they have the tools and knowledge to care for the residents. We do this through education sessions on dementia care (Teepa Snow videos), hands on skills, communication tools, mandatory meetings, unit meetings, Health Care aide meetings and Nurses meetings.
- 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.



- In the winter/spring of 2020, Pembina Place MPCH and Bethania MPCH will be subject to the biannual Manitoba Health/WRHA PCH Standards Review and also need to input the National Accreditation process for the WRHA. We hope we will meet the last Standards Review in which we passed 12 out of 12 Standards in both PCHs, as well as most of the over 90 sub-standards.

### **Therapeutic Recreation & Volunteer Services**

#### Therapeutic Recreation

- The achievements of the Therapeutic Recreation Department are made possible by staff and volunteers who are dedicated to providing quality of life services to the Residents and an organization that acknowledges the role of leisure and recreation plays as integral components of quality of life for the Residents in our care. Therapeutic Recreation services are provided to individuals who have physical, mental, social or emotional limitations, which affect their ability to engage in meaningful leisure experiences. Our services support the goal of assisting the individual to maximize independence in leisure, optimal health and the highest possible quality of life. *Therapeutic Recreation is all about making time fulfilling instead of just filling time.*
- As each Resident has unique goals, Therapeutic Recreation interventions are tailored to meet these goals on an individual basis. This means that Recreation Therapy Care Plans are individualized, and may look very different from person to person. For example, the use of Art provides an outlet for self-expression, encourages healthy-coping skills, supports creativity, relieves stress, lowers blood-pressure, and boosts self-worth. Art has also been shown to enhance and maintain memory and aids in reminiscence! Bingo may be used to assess the cognitive and physical abilities of our clients through observation and evaluation (i.e. number recognition, fine motor skills,

etc.)—this helps us to plan and implement a proper and realistic care plan for the resident. Providing Manicures for the residents offers a sense of familiar life interests and activities that may help them feel more like “themselves,” increasing self-esteem. 1:1 conversation and connection with the facilitator provides meaningful human connection. Soothing sensory stimulation through physical hand massage & nail cleaning, aromas of hand-cream & polish and visual appeal of polish colors may reduce stress/anxiety, responsive behaviors and increase feelings of comfort and relaxation.

- Recreation services provide information to families on helpful tips on making visiting their loved one more meaningful and suggestions as to how to say goodbye at the end of a visit.
- Both Pembina Place and Bethania Recreation Departments continue 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, John DeGraff School, local high schools and children from the Concordia Hospital Day Care visit regularly. MBCI and Westgate Collegiate participated in Service days at Bethania. Pembina Place continues its relationship with Prairie Day Care, Gladstone School, community groups and service organizations.
- Bethania and Pembina Place Resident and Family councils meet every second month. The council empowers Residents to have a say in the daily life of their home. The meetings offer the opportunity for Residents

and families to offer suggestions and express concerns with the intent on always improving the care needs. Council reviews and will revise, as necessary, the Residents Bill of Rights annually. A member of the Bethania Group Board attends the Resident Family Council meetings and provides a link for information and feedback between council and the Board of Directors. Directors, the CEO and department managers also attend meetings to listen to suggestions and to address concerns in a timely fashion. Some suggestions included implementing of nametags for staff that are easily read by the residents. Fundraising efforts spearheaded by a family member resulted in the purchase of a new piano at Pembina Place.

#### Volunteer services

- A combined 167 individuals are registered as volunteers for Pembina Place & Bethania. In June 2018 to June 2019, volunteers contributed 10,371 hours of their time, energy and talent. We are indeed blessed with a volunteer base that have abundance of community spirit, a willingness to help and an array of skills willing to assist. The need for volunteers is ongoing. As resident care needs are greater, the role of a volunteer is ever so much valued as a quality of life initiative. Volunteers may experience a common feeling of *“I’m not sure if my visits are helping the residents”* – Presence is everything! Especially with the changing needs of the residents moving into PCH – even though the residents may not be able to acknowledge the volunteers presence they need to believe they can feel their presence. Another common feeling is the resident may not remember them or their conversation. *“They may forget what you said, but they will never forget how you made them feel”* Carl W Buechner.

#### **Spiritual Care**

- Weekly Spiritual Care programming at

Bethania and Pembina Place remain unchanged from last year with strong support and participation from Pastors and Music groups from our supporting congregations.

- We continue to enjoy good participation from our supporting congregations for special seasonal programs, including Good Friday, Easter Sunday, Pentecost, Christmas Day, Advent and Lent. The annual Dankfest, Spring Tea, and Candlelight Program bring much joy to residents as they are able to celebrate these special events with family and the extended church community.
- Alfred Dahl retired from his piano ministry of 35+ years at Bethania. His gift of music is truly missed by the residents. Donna Jensens, Anita Warkentin and Annie Driedger are sharing their gift of piano playing for chapel services.
- Our Grand Piano was refurbished thanks to the generous donation of a resident’s family.
- Regular Life Review sessions at Bethania with our chaplain provide an opportunity for residents to address their losses in life, celebrate special achievements, reflect on meaningful signposts in their life journey, and discuss hopes and wishes they have for their future.
- In addition to a variety of programs with Storytelling and Special Music for our Mennonite Heritage Days celebrations Ferd led a group of Residents in a Life Review session on the influence of the Mennonite Faith and Traditions in their own life.
- In collaboration with the Recreation Dept., Michele Barr leads a weekly intergenerational music program with children from the Prairie Children’s Centre daycare and the Residents.
- Sunday morning worship services and other Special religious services taking place at Bethel Mennonite Church are “Livestreamed” and can be accessed later on the TV in the 3rd Floor sunroom at Pembina Place.
- Ferd presented workshops at Bethania and Pembina Place for staff and volunteers on “Spiritual Perspectives in Palliative Care.” In order to assess and alleviate Spiritual suffering at the end of life spiritually sensitive conversations may come up with residents

and family members that address the question: “How are you within?” Participating staff and volunteers were given practical tips for identifying and responding to residents’ questions about meaning, forgiveness, relationships and hopelessness.

- Ferd continues to also provide regular chapel services on Mondays (German) and Tuesdays (English), as well as Life Review sessions every other Friday alternating with Roman Catholic Mass and Ukrainian Catholic Mass.
- We are exploring opportunities with Youth Groups from our supporting congregations for intergenerational activities with residents.
- Selma Pauls, who assisted with the leading of Memorial Services for residents at Bethania for over 15 years retired from this volunteer position in May. We acknowledged her valuable contribution to Bethania.
- Ferd gave a presentation to the WRHA Spiritual Health Services Advisory Committee on the Role of Staff as Spiritual Care Generalists, focusing on the “little things” that every staff member can do to touch the Spirit of Residents.
- Provincial Spiritual Health Care Coordinator (SHCC), Judith Birch, has been reassigned to the Department Services and no longer holds the position of Provincial SHCC. This is a shift away from the Manitoba Health, Seniors and Active Living branch, whereby direct Spiritual Care service delivery and program implementation will be absorbed into new branches, like Policy & Standards and Knowledge Translation. IHCAM (Interfaith Health Care Association of Manitoba), CASC (Canadian Association for Spiritual Care) and MMFC (Manitoba Multi-faith Council) are advocating for the Provincial Coordinator Position to be reinstated.
- Palliative Care Team meetings were held at Bethania MPCH & Pembina Place MPCH to review existing policies and new initiatives in the care of Residents in the final days of life.
- Ferd gave a presentation on Ethics and Accreditation for Staff at Bethania MPCH and Pembina Place MPCH.
- Michele was part of a panel at Bethel MC on How to have meaningful conversations with

Residents who have Alzheimer’s and other Dementias.

### **Bethania Mennonite Memorial Foundation**

- As noted by the Board Chair, the Bethania Mennonite Memorial Foundation continues experience diminishing levels 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.
- This past year was been one of the more successful years for fundraising and we did raise enough donations to cover the cost of the Spiritual Care program due to two large bequests that were received.
- Kim McMillan, Senior Administrative Coordinator has added Fundraising to her existing role and has started new processes for stewarding donor relationships, adding tracking capabilities for reporting and providing that personal touch.
- For the first time, we sent out a Donor Newsletter to anyone that donated in the past 2 years, expressing our gratitude, explaining how the money is spent responsibly and sharing stories and pictures. The newsletter received encouraging response and we will continue to do this annually.
- This coming year, the Community Relations & Fundraising Committee led by Erna Braun will continue to implement the new Strategic Fund Raising Plan and there will be a major focus on the upcoming 75<sup>th</sup> Anniversary in 2020.
- We are revising our communication messages for the Spiritual Care Fundraising Campaign to 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, is an option we hope people will choose over

the next three years. Other fundraising events that support Spiritual Care throughout the year are the Spring Tea, Spring Appeal, Dankfest, the Spiritual Care Fundraising Dinner and the Christmas Appeal.

- Last year, there was a large fundraising project initiated by a Resident and coordinated by a committee of residents families and staff to replace Bethania's Well and Fish Pond. This project was a huge success raising over \$165,000 and covering all the costs of replacing our collapsed well, irrigation system and fish pond. Having our own private water supply for watering our grounds, gardens, and filling the pond will greatly benefit our budgets bottom line. We held a ribbon cutting ceremony on August 30, 2018 that was very well attended, including a news reporter who ran an article in the Winnipeg Free Press the following day.
- Our Community Relations and Fund Raising Committee 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 75<sup>th</sup> Anniversary Celebration events in 2020.

**Bethania Housing Management/Environmental**

**BMPCH**

- We have fixed all the toilets in the home and have seen a significant saving in water billing.
- All the motors of the main Air Handling Units were replaced.

**PPMPCH**

- A new Key Scan System was installed in the third floor to enhance security for residents, families and staff
- Major repairs and renovations were required after a water pipe break in the building
- Braille signs were placed in strategic areas of the building to improve accessibility for blind tenants

- New emergency evacuation signs were installed to meet new fire code
- Additional Carbon Monoxide Detectors were installed around the building.

**BETHANIAHAUS**

- The Roof/HVAC-AMU Replacement Project was finally completed in June
- Improvements in the parking lot lighting were completed to provide additional safety for tenants and their cars.
- A new intercom with video capabilities was installed after a break-in in the spring
- Additional carbon monoxide detectors were installed on each floor
- The building is fully occupied with a 3- 4 year waiting list

**AUTUMN HOUSE**

- To improve the safety of the system two new elevator door openers were replaced.
- Additional Carbon Monoxide Detectors were strategically placed in the building.
- The building is fully occupied with a 2 year waiting list

**285 PEMBINA**

- This building has 14 empty apartments, most of those one room hostel suites.

**ARLINGTONHAUS**

- As noted Bethania has purchased ArlingtonHaus and we are well underway in making the necessary renovations, repairs and upgrades recommended in the Building Condition Assessment report by Epp-Siepmann, Inc.:

➤ Suite interiors: contractors fully renovated twelve vacant suites. This project included the replacement of eight kitchen cabinets, nine tub surroundings, six new floors, twelve full suite painting, four stoves and three fridges. The cost of it was \$93,300 and the work is 100% completed. The building is fully occupied.

➤ Structural and building envelope: it includes the Balcony remediation Project, repairs of loose concrete around the building and repairs of the entrance canopy support pillars. The work was awarded to Western Construction Services INC. The final

cost of the project will be \$387,166. The work has not started yet because we are waiting to obtain the city permit.

- Main Kitchen Major Upgrade: this work consists of the installation of a new dedicated air handling unit, new stove, auxiliary installations, kitchen hood with fire suppression, new ceiling tiles, lighting, full paint. The cost will be \$253,000 and the work was awarded to Winnipeg Building and Decorating. We are waiting for the city permit to start.
- Fire Safety: this project consisted of the replacement of the following: Main Fire Alarm Panel, smoke detectors, pull stations, heat detectors, emergency exit signs, emergency lights, battery packs, and remote enunciator. The cost of this project was \$33,500. It was awarded to Pyrene Fire Safety and it is 100% completed.
- Replacement of the Main Heat Exchanger: Budget for this project is \$35,000. It is in the stage of development.
- All suites are rented and all Supportive Housing apartments are occupied. As such the waiting list is now approximately 1 year.

#### KINGSFORDHAUS

- A full Kitchen Upgrade Project was completed funded by donations
- One third of all the windows panes were replaced
- The building is fully occupied with a 3 - 4 year waiting list.

#### 601 OSBORNE

- Main water pump was replaced
- Manitoba Housing completed the installation of new cameras and additional card readers for better security
- We implemented new on site security guards and mobile patrols to reduce unlawful entry and thefts
- Carbon monoxide detectors were installed in the building

#### 529 Country Club

- The lighting in the main mechanical room was revamped

- Carbon monoxide detectors were installed in the building
- The Multi Purpose Room Air Conditioner was fully refurbished.

#### Finance Report

- The Bethania Group financial report and “combined statements” are included in your Annual Report package as reference. In 2018/19 we had just under a total of \$20M budget for all entities. The financial statements are audited annually and received a clear report for all entities for 2018/19 again.

#### Summary Highlights of Entities

1. Bethania and Pembina Place PCHs which represent 75% of our operating budget had a another favourable year financially despite 0% WHRA funding increase for non-salary items and an additional 0.25 % claw back by the WRHA to help manage their deficits. Both entities had small surpluses (\$25K at Bethania and \$40K at Pembina) which while smaller than last year, are still favorable.

- Important to note is that the non-salary funding has been at 0% increase for the 8<sup>th</sup> year in a row and is expected to remain for the current year. So this will continue to put pressure on our budgets in future years until there is a recalibration of the existing expired Service Purchase Agreement with the WRHA
- To manage this pressure our management teams have been diligent at controlling costs which include:
  - maintaining maintenance costs at similar level to last year
  - managing WCB claims
  - continuing savings in Finance by not filling part-time position and secondment of Controller to Luther Home part-time
  - maintaining food costs through contract management and inventory control
  - implementing cost reduction initiatives such as replacing old

- toilets and tendered audits leading to reduced fees
- With Manitoba Housing assistance, purchased ArlingtonHaus March 28, 2019, with funding in place to achieve surpluses in the future and building of a replacement reserve
- Secured Sponsor Management agreements for two Manitoba Housing Buildings for the current year (effective April 1, 2019) that will allow us to save approximately a net of \$75K in administration costs across our other entities.

2. Bethania Mennonite Memorial Foundation had a surplus of \$71K this year due mainly to several significant bequests – for Spiritual Care program, Recreation, and ArlingtonHaus – as well as due to savings in expenses in the Development Office.

- The Community Relations & Fundraising Committee is continuing to revise our fundraising strategy to strengthen our efforts to support the Spiritual Care programs for the future.

3. BethaniaHaus, owned by the Bethania Group, continues to operate efficiently and returned \$62K in surplus to Manitoba Housing, as required under the Operating Agreement.

4. ArlingtonHaus and 285 Pembina Inc. facilities which are both owned by Manitoba Housing in 2018-19.

- ArlingtonHaus ran a surplus for Housing of \$42K which is recoverable by MHRC. However, for future years, we will be able to keep all surpluses. We expect to run surpluses of about \$50-60K annually in addition to adding about \$55K annually to a Replacement Reserve for the building, thanks to the purchase agreement secured with Manitoba Housing.
- 285 Pembina on the other hand ran a sizable deficit of \$314K, much less than last year though, and met Housing's budget. This amount is payable by MHRC and was largely due to:
  - \$33K of expenses for significant heating and ventilation repairs,

- \$35K in fire safety equipment maintenance and new fire plan development, and
- \$25K in recruitment costs.
- These costs were offset by savings in staff vacancies and greatly reduced bedbug costs (\$36K instead of \$133K)

5. The Bethania Housing & Projects entity which manages various programs such as meals, support services and facilities management experienced stronger results again this year, almost breaking even - delivering an overall deficit of \$2K attributable to amortization of assets. Highlights include:

- Absent price increases, but with salary increases and some increases in food costs, the deficit grew to \$28K this year. However, some vacancy problems contributed to lower revenue and that has been eliminated so far this year.
- The Meal Programs at BethaniaHaus and KingsfordHaus continue to deliver small surpluses.
  - The meal surplus at KingsfordHaus enabled the continuation of a new part-time Tenant Resource Coordinator.
- The DC Café at 285 Pembina which has always operated at a loss, maintained a similar deficit from last year (\$108K from \$105K) which is recoverable from Manitoba Housing.
- 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.
  - Low participation in the Meal Program at Autumn House led to the reduction of WRHA funding for the program. The program itself has been cancelled in the current year.

#### **Human Resources**

- The Health Sector Bargaining Unit Review Act (Bill 29) was proclaimed into law on May

10<sup>th</sup>, 2018. This purpose of this legislation was to reduce the number of union contracts in health care. Commissioner Robert Prudent was appointed to oversee this process. The new legislation established that there would be 7 sectors of employees in each health region including Physicians, Nurses, Medical Residents, Physician Assistants & Clinical Assistants, Professional/Technical/Paramedical, Facility Support, and Community Support. One Collective Agreement will represent each sector in each region. This will reduce the number of contracts from approximately 185 to 36 across the province. As there are currently several unions representing workers, the legislation required a union representation vote to be held. The vote was held August 8 through 22<sup>nd</sup>, 2019.

- Currently The Bethania Group as a whole has four healthcare Collective Agreements that are expired and are bargained by the Provincial Health Labour Relations Services (PHLRS). These agreements include two CUPE (Canadian Union of Public Employees), and two MNU (Manitoba Nurses' Union). Following the vote, we will now have a third union to work with, MAHCP (Manitoba Association of Health Care Professionals). MAHCP has gained the Social Worker and Dietitian Classifications from CUPE. Interim Manitoba Labour Board certificates are in the process of being issued and provincial bargaining will begin.
- Earlier this year the HR Department began working together with the Worker's Compensation Board (WCB) on one of their new programs and initiatives to support employers in reducing WCB premiums specifically focussed on policies and best practices to ensure minimal lost time when a workplace injury has occurred. This project involves WCB reviewing our Collective Agreements, policies, forms, documentation, return to work meeting analysis, doctors' requests, etc. Once all of

this information has been reviewed, several meetings will take place one on one with a variety of management team members as well as Human Resources to learn about some of our challenges. Once the review is completed, WCB will provide us with a plan to implement that will reduce our lost time costs, enforce policies and procedures and streamline the process. They will then schedule meetings with staff members on all shifts to communicate the responsibilities of employee's that are injured at work, and also to provide a clear understanding of what WCB's role is. We expect this process to continue on into 2020.

- The Accessibility for Manitobans Act (AMA) was passed in 2013. That Act provides a framework for identification, removal and prevention of barriers for accessibility. It applies to all public, private and non-profit organizations in Manitoba that have more than one employee and provide goods or services. A working group was created and led by Human Resources to develop policies, training strategies, create Audit Checklists, complete Audits of our facilities, create a Statement of Commitment and complete an Accessibility Plan. The Act contains five standards including Customer Service, Employment, Information & Communication, Transportation, and Design & Construction. Compliance for the Customer Service Standard was required by November 1<sup>st</sup>, 2018 and was implemented for The Bethania Group in October 2018.
- 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 of our 430 full time, part time and casual staff members at our various

locations to answer questions and provide guidance and support in their times of need.

### **Information Technology/Management**

#### Aurora Keyscan Security System Expansion

- ArlingtonHaus doors and Pembina Place PCH 3<sup>rd</sup> floor stairwell were converted over to the Aurora Keyscan Card Access system. Aurora Keyscan Security system will be expanded to all the Bethania Group sites.

#### Cybersecurity Education

- Bethania Group provided a year long; Cybersecurity staff education which
- consisted of a monthly educational publication that was distributed to all sites/users and staff members.

#### Information Technology/5 year Strategic Plan

- I.T. 5 year Strategic Plan was completed/reviewed, the plan includes exploring cloud-based hosting for our servers in the future to save costs and provide immediate restore capacity in case of disaster or malfunction of physical hosts.

#### Network Expansion

- 529 Country Club Blvd & 601 Osborne Street were joined to the Bethania Group Network.

#### Public WiFi Implemented

- Public WiFi has been installed at Bethania MPCH and Pembina Place MPCH. Current coverage is in the gathering areas for each PCH and can be expanded as needed.

### **Board of Directors**

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

### **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 & Fund Raising 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 2019