

“The future depends on what you do today.”

—Mahatma Gandhi



CHIEF EXECUTIVE OFFICER MESSAGE

I think we could all agree that these last two years have been unprecedented. And who knows what will happen in 2022? It is hard to say. What I do know is that the Bethany of the Northwest team has done a remarkable job rising to the challenges that have been presented. I'm not referring to any one person, but to everyone who has stuck this out with us: environmental, maintenance, dietary, activities, nursing, therapy, social services, administration, human resources, accounting, IT, and so on. It has been a tough row to hoe for the entire world, and the Bethany of the Northwest Team has gotten it done. All without compromising the quality of patient care. This is a tribute to all the Bethany NW Team. You have done great things.

“**THANKS TO ALL WHO ARE INVOLVED IN THIS GREAT WORK AT BETHANY OF THE NORTHWEST.**”

We have had to be creative. Staffing challenges have compelled us to implement our first Certified Nurse Assistant training program. Mandatory nursing home shut-downs have compelled us to open a Covid-19 unit at Bethany at Pacific on two separate occasions. We have expanded the kitchen and dining experience at Bethany at Silvercrest, opened the first of two new 14-bed units at Bethany at Silverlake, and opened a fledgling home health agency. We have also embarked on a culture project that will help us navigate the future. Our core values are: Integrity, Compassion, Respect, Excellence & Stewardship.

As we continue to be creative and solution oriented, while living our core values, we will be able to continue to meet the changing needs of our industry and community. Thanks to all who are involved in this great work at Bethany of the Northwest.

Joseph Scrivens
Chief Executive Officer
Bethany of the Northwest



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BOARD OF DIRECTORS MESSAGE

Welcome to the 2022 Bethany of the Northwest Annual Meeting. We encourage you to attend to the Annual Meeting and ask any questions you may have about Bethany.

Bethany has been a healthcare provider in the community since 1901. We are the longest tenured local healthcare organization, beginning four years before Providence opened in 1905. Our ministry serves vulnerable people who are in declining health, have rehabilitative care needs, and now includes in-home health care. Visit this link for more information about Bethany Home Health: **Bethany Home Health—Safe, Supportive, & Compassionate (bethanyhh.org)**

The Board is comprised of community leaders with expertise in safely delivering quality healthcare, human resources, community relations, strategic planning and finance. Every Board member dedicates significant time to the governance of Bethany throughout the year.

The Board has three initiatives of special focus in 2021. They are Mission, Quality and Safety, and Culture.

Mission:

Our Mission Statement and Core Values are at the center of all we do.

Quality:

We strive to deliver the highest quality of care to our residents and patients.

Culture:

We work to make Bethany the employer of choice for the services we provide.

The Culture initiative is a new focus in 2021. It is our effort to sustain our desired culture to attract, develop and retain the best employees at every level of Bethany, improving our ability to provide optimal care to each patient and support their family.

The Board's primary function is to hire our CEO, Joe Scrivens, who guides the day-to-day management of Bethany. Our volunteer Board also sets organizational policy, and approves an annual budget which becomes the foundation of operational and capital needs. We do the majority of our work in Board Committees, meeting as a full Board once a month to review and discuss the work of each Board Committee.

I would highlight the Bethany staff as our most important asset. The staff of Bethany, from both a leadership and an operational perspective, are second to none. Our senior leadership team is skilled, well-qualified, impressive, practical, creative, does what's best for our residents and staff, has a strong sense of fairness, and makes sure we follow a myriad of regulatory requirements. Our patient care staff is the backbone of our organization, the heart of Bethany for our residents and patients.

There are two things you can do to support Bethany. As you are able, please do both.

First, if you have a relative, friend, neighbor or colleague who needs Bethany's services, refer them to us. We rely on care referrals from hospitals, physicians and the community.

Second, consider a contribution to Bethany, whether it be you donating personally or facilitating a contribution in your church budget. Your contribution doesn't have to be large. Collectively, many gifts make a real difference to our residents and staff. Visit this link to donate: **Giving—Bethany of the Northwest (bethanynw.org)**

As we enter 2022, the Board continues to strive to fulfill the trust placed in us. We are blessed to be able to serve. Thank you.

Paul Onerheim, President
Bethany Board of Directors

PASTORAL MESSAGE

Grace and Peace to the Friends of Bethany of the Northwest and all our Partners in Ministry.

“Not only so, but we also glory in our sufferings, because we know that suffering produces perseverance; perseverance, character; and character, hope. And hope does not put us to shame, because God’s love has been poured out into our hearts through the Holy Spirit, who has been given to us.”

Romans 5:3-5 (NIV)

The life and letters of the Apostle Paul often reflect themes of perseverance, endurance, and resilience in the face of challenges. In her book “Grit”, Dr. Angela Duckworth defines grit as perseverance with passion toward an ultimate concern or goal. The Apostle Paul clearly had this grit, where his ultimate concern or goal was spreading the good news of God’s love, through Jesus Christ, to the people of the world. Grit, as it applies to Bethany of the Northwest, is having perseverance with passion toward our ministry which according to our mission statement is “to enhance the quality and dignity of life of those we serve, out of love for God and neighbor.”

Over the past year we have continued our healthcare ministry at Bethany with the kind of perseverance Paul describes, despite all the challenges of COVID-19. Bethany has persevered in an industry where both many other non-profit and for-profit operators are struggling and failing. We have modified our infection prevention and control measures as guidance is updated from governing authorities. We have partnered with the larger healthcare community in operating a dedicated COVID-19 unit when infection rates were high and the hospitals were at capacity with COVID positive patients. Our managers have demonstrated their leadership by keeping our operations running. Our staff have been diligent in

their work and flexible in their willingness to cover shifts when new policies were introduced, or when staffing issues arose. Our residents persevered through it all, even when their activities were impacted.

Not only have we stayed the course, but we have undertaken endeavors to grow and offer additional services to our community. We have expanded our capacity at Silver Lake with newly constructed units. We opened a new kitchen at Silver Crest. We started up the new Bethany Home Health Service



... SPREADING THE GOOD NEWS OF GOD’S LOVE, THROUGH JESUS CHRIST, TO THE PEOPLE OF THE WORLD.

this year, and it was certified at the end of January. We also laid the groundwork for opening our own Certified Nursing Assistant school, to develop and grow our own staff, the first class of which began in mid-February 2022. We also worked hard to open a hospice service, and while we were not awarded a certificate of need from the state in 2021, we are continuing to pursue this service offering with the state during 2022.



It was a little over a year ago (February 1, 2021) I joined our shared ministry at Bethany. During this first year as the new director of Pastoral Care, I focused on learning the environment, providing care, and further developing the spiritual care program at Bethany. Last April, Rev. Norris Swenson retired after many years of faithful service at Bethany. Rev. Jack Richards (retired) served Bethany at various times in his career of ministry, and continues to serve when the need arises. Joining the spiritual care team at Bethany this past year as part-time chaplains are Rev. Caitlyn Melillo and Rev. Marilynn Schultz.

True to Bethany’s tradition of educating the next generation of healthcare workers, this past year we began partnering with clinical pastoral education programs as a clinical placement site for student chaplains. We had two student chaplains in 2021 and anticipate two to three student chaplains in 2022. We are pleased to participate in the education of future pastors and chaplains, and our residents have appreciated the additional spiritual support.

Over the past year I have I have started developing connections in the community, meeting with pastors and visiting congregations, which I hope to continue when possible during the coming year. We have also started developing a new Bethany newsletter, the first edition of which was distributed in December of 2021. Finally, the Church and Community Relations Committee hopes to bring back one or two in-person gatherings for appreciation and celebration later this year.

“Love is patient, love is kind... It always protects, always trusts always hopes, always perseveres.”

1 Corinthians 13:4a,7 (NIV)

The Bethany team continues to show our love for the community in our “perseverance with passion” to serve this past year, and we look forward to continuing to show this love in 2022. Thank you for supporting us in our shared ministry.

Rev. Todd Wright
Director of Pastoral Care
Bethany of the Northwest



FINANCIAL STANDING

SILVER CREST

Located just east of Silver Lake, has completed a kitchen expansion, and renovated a number of the living units in 2021 to better accommodate those who reside there. We are excited for the growth of this operation and to share ongoing assisted and independent living experiences with our community.

SILVER LAKE

Located just east of Silver Lake, this 120-bed operation has opened two new units in 2022. This expansion brought 28 new beds (and 31 bed licenses) to the Silver Lake area for those in need of Bethany's services. Bethany at Silver Lake has achieved an overall 5-star rating, with an additional 5-star rating for quality of care.

BETHANY AT PACIFIC

Located on the 3rd and 6th floors of Providence Hospital, Pacific campus. During the height of Covid-19, with state approval Bethany at Pacific operated a temporary Covid-19 unit, the only Covid-19 skilled nursing unit in Snohomish County.

ETCS

Located on the 4th floor of Providence Hospital, Pacific campus. This 31-bed operation is a partnership with Providence Regional Medical Center and serves to help find safe discharge locations for hospital patients. Because it has not yet received an initial survey, ETCS does not yet have an established star rating.

HOME HEALTH SERVICES

In 2022 Bethany opened a Home Health Services agency to serve the residents of Snohomish County who need additional medical services in the home setting. You can learn more at www.bethanyhh.org.

Bethany of the Northwest remains in a strong financial position.

TOTAL ASSETS	\$46,008,677
FUND BALANCE	\$39,026,350
TOTAL 2021 REVENUE	\$29,879,115
OPERATING LOSS	(\$442,346)
INVESTMENT GAINS	2,235,595
GAIN BEFORE COVID-19 FUNDING	1,793,248
GRANT INCOME	247,108
NET INCOME	\$2,040,356

Because of dedicated and responsible staff, Bethany of the Northwest can focus on growth during a time when other companies are receding. Bethany of the Northwest is seeking and pursuing ways to explore additional avenues to serve the Snohomish County area. This includes Home Health, Hospice and a Certified Nursing Assistant School.

GROUNDING IN THE CHRISTIAN TRADITION,

Bethany delivers state-of-the-art multi-level supportive care and nursing services to people of all backgrounds and experiences. In three Everett locations, we provide skilled and sub-acute nursing and apartments for assisted living. Our services are designed to meet the physical, spiritual, social, and psychological needs of elderly and disabled persons. Most of our residents are vulnerable, low-income senior citizens that rely on Medicare/Medicaid for housing, food, and medical services.

For more than 100 years, our community has looked to Bethany to provide our residents with a life of independence, dignity, and purpose.

**FOR MORE INFORMATION
VISIT: WWW.BETHANYNW.ORG**

