

“Excellence is not a skill. It is an attitude.”

—Ralph Marston







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## 2022 CEO MESSAGE

### I think we can all agree that 2020 and 2021 were challenging.

If you ask me, 2022 was probably more so. Labor shortages are prevalent, an empty hospital bed is hard to find, inflation has driven up the cost of labor, food, medical supplies, etc. and finding crucially important care staff is difficult, especially when our focus is on delivering quality of care. These circumstances have placed unusual stress on Bethany of the Northwest and other healthcare providers in our area and nation. Some have succumbed.

During tough times many ask the questions: “How do we continue to fulfill our mission?” “When many non-profit ministries in Washington are at risk, how do we stay well positioned?” and “How do we continue to place a focus on excellent care for those we serve?” These are all questions we are constantly dealing with. In my observation, Bethany staff has handled these important matters with professionalism and grace. I’ve also been impressed to see the team play the role of a confident batter stepping up to the plate and staring down the meanest pitcher in baseball.

### FEBRUARY

- In February 2022 we opened the **Bethany Training Center** at our Colby campus. We have graduated 44 new CNA students, most of which are currently providing care in our different locations.

### APRIL

- In April 2022 **Bethany Home Health** was officially certified to begin providing ongoing home health services to the community. Most recently, Bethany Home Health exceeded 60 patients on case load, with many more to come.

### OCTOBER

- In October 2022 Bethany of the Northwest, combined with the efforts of Providence Regional Medical Center, expanded **Everett Transitional Care Services (ETCS)** from 31 beds to 62. This ministry works with hard-to-place patients who are in the hospital, but unable to find a discharge location. ETCS helps them leave the hospital, in preparation for their return to the community.

### 2022

- Throughout 2022, Bethany of the Northwest was also focused on making key hires in leadership positions to advance culture efforts of integrity, compassion, respect, excellence, and stewardship. We are excited for those who have joined us!

It has been rewarding to work with them, and their drive to live our core values of integrity, compassion, respect, excellence, and stewardship. It has also been rewarding to see the pro-active, evolving solutions to these problems that this team is conjuring. As we begin the new year, I feel confident that 2023 can be one of our best years, with improved care delivery, continual living of our culture, and continued efforts to meet the challenges ahead of us. On behalf of the Bethany team, thank you for your support and we look forward to working together in the future!

Joe Scrivens | CEO  
Bethany of the Northwest



## BOARD OF DIRECTORS MESSAGE

### Members and Friends of Bethany of the Northwest,

Providing healthcare has been a challenging endeavor during in 2022. All healthcare providers, including Bethany, have struggled to attract staff to serve our residents. To safely care for our patients, we hired temporary nurses and certified nursing assistants. Our 2022 financial results reflect these extra costs. We consider the quality of care we provide to our patients and the safety of our staff our most important obligations.

Bethany continues to focus on three areas of service: Mission, Quality and Culture.

**MISSION** means providing the best healthcare to the community. As a community resource, our Everett Transitional Care Services joint venture with Providence Regional Medical Center Everett, and now the Swedish Edmonds Campus, is designed to create in-patient capacity for these hospitals. ETCS was expanded from 31-beds to 62-beds on the Pacific Campus in 2022. Bethany Home Health [bethanyhh.org](http://bethanyhh.org) is now serving over 60 patients in their homes, expanding Bethany's services beyond our historical residential care facilities to in-home care.

**QUALITY** means giving quality and safe care to our patients, both in our facilities and patients' homes. In 2022, we opened a training program for Certified Nursing Assistants to become professional caregivers, where people who become CNAs after graduating from our training program have a lifelong occupation.

**CULTURE** means having a workplace environment of equity and fairness, where our people are valued every day using our core values of integrity, compassion, respect, excellence and stewardship in all we do. We are working to make Bethany the skilled nursing provider employer of choice.

I would be remiss if not recognizing the work of our dedicated caregivers and staff. These people care for, and about, our patients. Some give care at the bedside while others navigate through the myriad of complex federal and state healthcare rules and regulations, in support of our patients and staff.

As a Member congregation of the nonprofit Bethany corporation, our income is fully reinvested into our facilities, used to pay debt service, and retained for future major projects. You monitor the work of our Board of Directors. Thank you for coming to our Annual Meeting, learning what Bethany has done during 2022, and sharing the work of this ministry with your congregation. We appreciate your ongoing support of Bethany.

With thanks,

Paul Onerheim  
Board President

“  
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## PASTORAL MESSAGE

Blessings and peace to you, our dear partners in ministry,

Over the past few years of the COVID-19 pandemic, we have experienced dramatic changes in our world. Priorities of many people changed as we were reminded how fragile life can be. Government priorities changed in attempts to reduce the impact of the pandemic. Businesses adjusted priorities and found ways to pivot in order to survive. Overall, we could observe that many areas of our lives and the world around us have changed, to refocus on *what is most important*.

Bethany also experienced changes this past year. As a business, we pivoted in several ways: opening our new home health line of business (expanding our post-acute continuum of care); opening a second unit at our Everett Transitional Care Services facility (increasing hospital bed availability in our community); and opening our own nursing assistant school (developing new nursing aides in a challenging recruiting market). We also brought on several new administrators to lead our ever-changing healthcare operations environment. These changes have all been important for Bethany.

The Apostle Paul frequently reminded the early churches of what he thought was most important. In his letter to the church in Corinth, he writes: “*And now faith, hope, and love abide, these three; and the greatest of these is love.*” (1 Corinthians 13:13) These three qualities are a consistent triad in many of the Pauline letters, from which all other virtues spring.

We have also been working over the past year (and will continue into 2023) on an initiative to clarify what we believe the Bethany culture should look like, based on Bethany's already defined core values of Compassion, Respect, Integrity, Stewardship, and Excellence. One might ask how these core values connect to a faith-based non-profit organization rooted in the Lutheran-Christian tradition? Love! Jesus said the greatest commandment was to love God and neighbor. Our mission statement says we are in the business of continuing care “out of love for

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God and our neighbor.” Love is at the root of compassion. Respect is a form of love for another. Integrity is a form of both love for others, and for ourselves (as a lack of integrity is an internal incongruence which can devour ones' soul). Good stewardship of one's resources (time, talents, and treasures) demonstrates a love for those who have entrusted us with those resources and those who are supported by those resources. Excellence in how we care for each other and those entrusted to us could also be described as a way we demonstrate our love for God and our neighbor.

So here at Bethany, *what is most important...is love*. It is the *why* of our mission. This is what makes us different from non-profits and for-profits that are not faith-based. Love for God, love for our community (and all our neighbors), and love for each other. Starting from this place of love, I have faith that God will continue to guide the leaders of Bethany, and that gives me great hope for the future.

Thank you for attending our annual meeting this year, and for your support of Bethany in the past. We look forward to your active ministry partnership with us in the coming year.

Pastor Todd Wright  
Director of Mission & Spiritual Care





## FINANCIAL SUMMARY 2022

### SILVER CREST

Located just east of Silver Lake, has completed a kitchen expansion and renovated a number of the living units in 2022 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 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 on two separate occasions, these were the only Covid-19 skilled nursing units in Snohomish County.

### ETCS

Located on the 4th and 5th floors of Providence Hospital, Pacific campus. ETCS expanded to the 5th floor in 2022 adding an additional 31 beds in partnership with Providence Regional Medical Center. This partnership serves to help find safe discharge locations for hospital patients.

### 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. Home Health has grown in both staff and patients in 2022 and are making a significant contribution to the well-being of the community.

#### Summary 2022 unaudited financial information follows:

<b>TOTAL ASSETS</b>	<b>\$44.6 MILLION</b>
<b>FUND BALANCE</b>	<b>\$35.5 MILLION</b>
<b>TOTAL 2022 REVENUE</b>	<b>\$29 MILLION</b>
<b>OPERATING PERFORMANCE</b>	<b>BREAK EVEN</b>
• INCLUDES ADDITIONAL AGENCY COSTS	<b>\$650,000</b>
<b>INVESTMENT INTO NEW BUSINESS LINES</b>	<b>\$820,000</b>
• HOME HEALTH START-UP	
• CNA TRAINING CENTER	



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## 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. In addition, Bethany offers Home Health care for patients recovering at home.

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](http://WWW.BETHANYNW.ORG)

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