

BETHANY OF THE NORTHWEST

“Success is the sum of small efforts,
repeated day-in and day-out.”

—Robert Collier



2023 ANNUAL REPORT



CHIEF EXECUTIVE OFFICER MESSAGE

As a not-for-profit, faith-based organization, we constantly struggle to find the balance between providing critical services to the community and managing a sustainable business. Because of the commitment of the Bethany team and board, this is being achieved. I express my gratitude to these groups for all their efforts. We have been very busy! I'd like to share some of those things with you...

- As of February 2024, the **Bethany Training Center** has graduated 80+ new CNA students into the community, many of which are currently providing care for Bethany. The need for certified nurse assistants is very high.
- As of February 2024, **Bethany Home Health** entered its 22nd month in operation. Since Medicare certification, Bethany Home Health has cared for nearly 450 individuals receiving nursing and rehabilitation services at home.
- As of February 2024, **Everett Transitional Care Services (SNF)** had successfully admitted over 330 hard-to-place individuals from the hospital and worked to help them find a permanent home in the community. In 2023, ETCS opened an additional wing, enabling this ministry to double their impact.
- Throughout 2023, **Bethany of the Northwest** was able to provide services to more than 1,500 new individuals with home health, discharge services, in-patient rehabilitation services, and long-term care needs. In addition to the ministries outlined above, **Bethany at Silver Lake (SNF)**, **Bethany at Pacific (SNF)**, and **Bethany at Silver Crest (ALF)** were also instrumental in accomplishing this.
- In 2023, **Bethany of the Northwest**, including Senior Leadership and board members, revised and refined the Bethany NW strategic plan. It includes added emphasis on the key goals to include Cultural Development, Employee Focus, Process Improvement, and Business Diversification for additional community services.

We expect to achieve 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!

Joseph Scrivens | CEO
Bethany of the Northwest



2023 ANNUAL REPORT

TABLE OF CONTENTS

p2
CHIEF EXECUTIVE OFFICER
MESSAGE

p3
BOARD OF DIRECTORS
MESSAGE

p4
PASTORAL MESSAGE

p7
FINANCIALS

BOARD OF DIRECTORS MESSAGE

Bethany continued to focus on quality of care and organizational culture in 2023. These important initiatives are fundamentally changing the way we serve the community.

Quality and safety are being embedded into our daily operations using the proven Virginia Mason Institute quality improvement framework. This work is not only important for the safety and care of our residents and employees, but also improves our Medicare ratings and financial performance, key components for our long-term success.

Our culture is based on Bethany's core values: Integrity, Compassion, Respect, Excellence and Stewardship. These values are at the heart of who we are and what we do. We hire employees based on their fit with our core values, and the evaluation of every employee's performance includes compliance with these core values.

Our core values are now prominently displayed throughout all our facilities for staff, residents

services, these "wild-cards" have the potential to make or break our 2024 operating results.

Over the past three years, Bethany has invested in new facilities and non-residential-based services such as home health. Some costs associated with these investments were expensed as incurred. Had we not made these long-term investments in the future, our operating results would have been stronger.

Bethany is fortunate to have a united team of strong leaders who work cohesively. Our Board is skilled and vibrant. Our senior leadership team is second to none. I have appreciated working with these committed people as your Board President over the past four years, and give thanks for their gifts of time and talent.

The Board and Chief Executive have defined our organizational goals for 2024. We have a strategic plan to guide us through 2026. Our Board and senior leadership team are focused on common objectives. While every day brings something new

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and visitors to see. Our audacious goal is to have Bethany be the best healthcare facility, and the employer of choice, in the community.

Given the difficult year most healthcare providers in Everett experienced in 2023, Bethany fared remarkably well. Our staffing challenges have not been as severe as other providers, as reflected in our operating results. Our most significant challenges have been high staffing costs due to costly temporary staff and upward compensation pressures, and census stability. These will continue in 2024. Together with the ever-present potential for COVID-19 spiking in the community and impacting our

and unexpected, from a strategic and leadership perspective Bethany is well-positioned to meet these challenges.

The successes of 2023 are the culmination of the work of our caregivers, senior leaders and the Board, collectively allowing Bethany to best care for our staff and served our residents and the community.

Paul Onerheim, President
Bethany Board of Directors

PASTORAL MESSAGE

16 In the same way, let your light shine before others, so that they may see your good works and give glory to your Father in heaven.
Matthew 5:16 (NRSV)

Blessings and peace to you, dear friends of Bethany of the Northwest.

Recently, the ELCA's Director of Chaplaincies described to me a vision for the church to reach diverse populations with the call of Jesus, to demonstrate the grace of God, and serve this hurting world as a beacon of love and healing. One might ask: How does "the Church" go about doing this? Certainly, individual congregations have started and successfully run programs that serve their communities as "outreach" or social ministries, such as childcare and preschools, free community meals and food pantries, night shelters and tiny homes. However, individual congregations cannot do every type of outreach ministry themselves, especially a ministry involving healthcare.

This is why over a century ago, Lutheran congregations in this area banded together to create and support the healthcare ministry that we call Bethany of the Northwest, then described as a "home for the aged and infirm." In our time, Bethany is a designated social ministry of Lutheran Church, in partnership with the Northwest Washington Synod and many Lutheran congregations in the area, with a mission to be "a continuing care ministry, dedicated to enhancing the quality and dignity of life of those we serve, out of love for God and our neighbor." This is the spirit of the church "serving the hurting world as a beacon of love and healing." It underlies our ministry at Bethany, and we can't do it without you. Bethany is one more place where the church demonstrates to the community the love of God shining forth for all to see.

Healthcare today is wholistic, including attention not only to physical and mental health, but also spiritual health. Bethany provides our own internal Chaplains to help support the spiritual health

of our residents, while many continuing care facilities do not provide this service. The Chaplains on our Spiritual Care team support our residents through regular worship and sacrament opportunities, spiritual assessment, counseling, and the ministry of presence. Bethany Chaplains interact regularly with other members of the interdisciplinary health care team, who may seek out Chaplains for a clinical referral or to relay a visit request from a resident or family member. In addition to supporting residents, our Chaplains also support the families of our residents, and our staff—they are Pastors to the entire Bethany community.

Outside of the walls of Bethany, I continue working to build connections with community clergy through a Pastors' Appreciation Breakfast, with our member church Ambassadors and Pastors through

a luncheon, and with our member congregations through "Bethany Temple Talks." It is my hope that these opportunities for conversation help strengthen for all the awareness of Bethany as a community ministry, and for our member congregations an understanding of Bethany as a ministry partnership and an extension of their congregation in the community.

Thank you for your active support in 2023, and we look forward to our continued ministry partnership in 2024. May the light of Bethany continue to shine and give God the glory!

Reverend Todd Wright, BCC
Director of Mission and Spiritual Care



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SILVER CREST

Located just east of Silver Lake, Bethany at Silver Crest is one of the only affordable housing assisted living facilities in Everett. They help low-income seniors find a place to reside. In 2023, they worked to renovate and update rooms. We are excited to see the growth of the operation and to share ongoing assisted and independent living experiences with our community.

SILVER LAKE

Located just east of Silver Lake, this 150-bed operation is focused on long-term care, short-term rehabilitation, and memory care 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

In 2023, ETCS was able to reach capacity after it opened an additional wing to accommodate the community’s growing need for transitional beds. In partnership with Providence Hospital, this operation serves to help find safe discharge locations for hospital patients. ETCS admits from Providence Regional Medical Center Everett and Swedish Edmonds.

HOME HEALTH SERVICES

Since inception, Bethany Home Health has provided critical services for more than 425 patients in Snohomish County.

BETHANY NAC TRAINING SCHOOL

Bethany opened an NAC training program in 2023. Since its inception we have graduated nearly 80+ new NAC’s.

FINANCIAL STANDING

Bethany of the Northwest remains in a strong financial position.

TOTAL ASSETS	\$46,706,788
FUND BALANCE	\$37,251,234
TOTAL 2021 REVENUE	\$37,221,866
OPERATING PERFORMANCE	BREAK EVEN
INCLUDE ADDITIONAL AGENCY COST	\$1,518,359
INVESTMENT INTO NEW LINE OF BUSINESS- HOME HEALTH & NAC TRAINING CENTER	\$463,408

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.



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

