



The
Good
Samaritan
Society

2011–2012

Annual Report

We provide continuing care and specialized health-focused community services for seniors and the physically and mentally challenged.

Perspective
on People
Since 1949...





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2011–2012 Board of Directors

The
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MISSION

The mission of The Good Samaritan Society is to extend Christian Hospitality through a continuum of care to those in need or at risk, regardless of race or religious belief.

VISION

The Good Samaritan Society will grow in strength, excellence and creativity in caring for others.

VALUES

Reflecting Christian Hospitality, the values of The Good Samaritan Society are:

Healthy Relationships

In a spirit of compassion, we work in supportive partnerships and open our hearts to others by affirming their goodness and potential.

Hospitable Environments

We provide safe, comfortable communities inspiring involvement, where people experience a sense of caring, belonging and purpose.

Servant Leadership

We lead through giving of ourselves in service to others, by acting with courage in a trustworthy and ethical manner.

REPORT FROM THE PRESIDENT / CEO AND BOARD CHAIR



Carla Gregor, President and CEO Donald Storch, Board Chair

The theme of our annual report this year is our people. Our people are the over 5000 residents and clients we serve every day, people that share with us their lives, their talents and their gifts. They are the reason we come to work and we are grateful for the meaning and purpose they bring to our work lives.

Our people are also the 3800+ employees and the 1900 volunteers who come to work each and every day with their passion, compassion, knowledge and skills. They are people in service, giving of themselves to others. But talent and passion without vision is insufficient - like musicians without a conductor. We know we are strong because our peoples' personal visions are aligned with the organizational vision. More than 92% of our employees in our staff engagement survey said that "there is a good fit between my personal values and the values of GSS". And more than 94% said that "my current job is a good match with my interests and skills." This is power - the power of people of having a common vision and having the skills, knowledge and abilities to get there. And we know that we are well on our way.

This past year we went through the process of Accreditation with Accreditation Canada. Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care and accredits health organizations in Canada and around the world. Organizations that are accredited by Accreditation Canada undergo a rigorous evaluation process. Following a comprehensive self-assessment, trained surveyors from accredited health organizations conduct an on-site survey to evaluate the organization's performance against Accreditation Canada's standards of excellence. The results of Accreditation guide the organization as it continually improves the quality of its programs, policies, and practices. This year we were Accredited with Exemplary Standing, the highest possible award. We are proud of our award and remain committed to ongoing improvement and excellence.

We also had a successful financial year, again because of our people. For the second year in a row, we met Board expectations, restoring fund balances and helping to protect The Society's future. Despite the numerous financial challenges we remain committed to financial stewardship of our scarce resources.

Lastly, we have positioned our Society for the future. With our Board and Management Teams, we have identified our program and service directions for the future, ensuring that we remain relevant and ready to respond to future challenges.

With our people, our mission and values, and our strategic directions, we are poised and ready for a future where challenges become opportunities and adversity builds character. As always, we could not do this work without the dedicated support of our colleagues on the Board and Executive Team and we wish to convey our sincere thanks for your support.

People: Our Priority

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THE JOURNEY

Each year, in preparation for the Annual Report and the AGM, we reflect back on our progress over the previous year with respect to our six strategic directions and our many strategic goals. You may recall that these strategic directions and goals were first developed by the Board and Management in 2009 and cover a five year period. We can be proud of the progress that we've made in these six directions and we have outlined some of our accomplishments below.

STRATEGIC DIRECTION 1

calls us to *Strive for Quality and Safety across our Continuum of Programs*. We have made much progress in this direction as evidenced by:

- Our Exemplary Accreditation Standing, the highest of the four categories of achievement bestowed by Accreditation Canada.
- Our ongoing focus on reducing infection rates throughout our sites and programs through education to staff and regular Hand Hygiene audits.
- The implementation of a Safe Administration of Medication Program at six sites to decrease interruptions to nurses when giving medications and, as a result, reduce medication errors.
- Our positive results related client quality of life in our Programs for Persons with Developmental Disabilities. We have demonstrated provincial leadership in this area sharing our results and our program and philosophy of care and support in venues across AB.
- Our work, in partnership with BC Health Authorities, in Advanced Care Planning and End of Life initiatives.

STRATEGIC DIRECTION 2

calls us to *Attract and Retain Staff who are Aligned and Engaged*. We continue to advance this direction by:

- Completing the development and implementation of a new Performance Review process.
- Developing and implementing the Workplace Violence Prevention and Response Program.
- Participating in a provincial Injury Reduction Program, resulting in significant injury reduction rates in participating sites.
- Gathering information on staff engagement. More than 92% of our employees in our staff engagement survey said that “there is a good fit between my personal values and the values of GSS”. And more than 94% said that “my current job is a good match with my interests and skills”.
- Completing and acting upon a “Culture of Safety” survey.

STRATEGIC DIRECTION 3

asks us to *Ensure Diligent Stewardship of our Resources*. We have been successful in doing so by:

- Meeting Board financial targets for operating cash surplus for two consecutive years
- Restoring fund balances and cash available for interest earning investments to more strongly position The Society for the future.
- Developing a capital replacement program and capital budget.

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STRATEGIC DIRECTION 4

speaks to *Advocating for Quality and Faith Based Care*. This strategic direction has been supported by:

- Renewing our commitment to the pastoral care program and ensuring that the program continues to meet the diverse needs of our residents, clients, staff, and community.
- Conducting Board education in strengthening the governance role related to quality and safety.
- Opening membership and Board participation to all Christians who agree to support the mission, vision, and values of the organization.



STRATEGIC DIRECTION 5

asks us to *Increase Capacity for Innovation, Research, and Evaluation*. We have made much progress in this direction as evidenced by:

- Developing a DVD for staff orientation resulting in increased flexibility for new staff and reduced orientation costs.
- Participating in poster presentations across Canada and the US.
- Receiving a grant from Alberta Health Services to assess the level of resident engagement in dementia cottages.
- Participating in multiple research studies.

STRATEGIC DIRECTION 6

calls us to *Initiate a New Era of Organizational Growth and Diversification to Serve our Mission*. We have been pursuing this direction by:

- Identifying future program and service directions, including the identification of criteria to assess proposed new programs and services. Through this work with the Board and Management, we have identified areas of continuing or new development: residential care (long term care, supportive living, and assisted living); Programs for Persons with Developmental Disabilities; TeleCare; and increasing numbers of community based programs and services (e.g. day care, day support, home care).
- Completing the new Stony Plain Care Centre which serves as a beautiful new home for our residents and contemporary workplace for our staff.



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MY NAME IS JANETTE, AND I AM A RESIDENT AT GOOD SAMARITAN SOUTHGATE CARE CENTRE.

I arrived at Southgate from the hospital in September 2010. It seems that I have a long history with this building as my Mother lived here many years ago and my husband and I shared a room until he passed away this year.

When I came to Southgate, I was in a bit of rough shape and was confined to my bed for almost a year. The care staff took such good care and attention and slowly I began to heal and eventually was able to get out of bed and into a wheelchair. Once that happened I was on my way to recovery. Through many hours of physiotherapy I am now able to use a walker and moving towards using a cane! Pretty good for somebody that people thought wasn't going to make it!

Once I was feeling better, I wanted to resume to my favorite hobby but just did not have the motivation to start. I had, sitting in a corner, a little boy's sweater which I had started before my illness. I needed some motivation. When the Chaplain paid a visit, we chatted for a while and then she asked if I would teach her to knit as she had always wanted to learn how to knit. I agreed and began our journey, knitting.

After that initial invitation, we came together once a week. I returned to my sweater while she started on a dishcloth. Time went by and I had more staff wanting to learn. They came after their shifts to learn how to knit. We also found out that there were quite a few interested knitters and crocheters among the residents as well. Thus, was formed the 'Southgate Knitters & Crocheters'. Our project began with a prayer shawl. We would knit / crochet patches in love, prayer, compassion and care, and sew them together for someone who was mourning or in need. We were still working on that project when we came across 'The Scarf Project' for the Special Olympics in January 2012. We began this project hoping to send about 4 to 6 scarves. By the end of February 2012, we sent 37 scarves, all knitted and crocheted by residents, staff, family members and our volunteers.

This project introduced us to one another. We worked together, encouraged each other and helped each other to complete our individual projects. We came together as one Good Samaritan Southgate Family and signed a card to the athletes as well wishing them blessings for their games. Some even identified their scarves as well as others' scarves from Southgate when it was relayed on television.

We hope to maintain our interest and participation in projects that bring us together for each other in the future.



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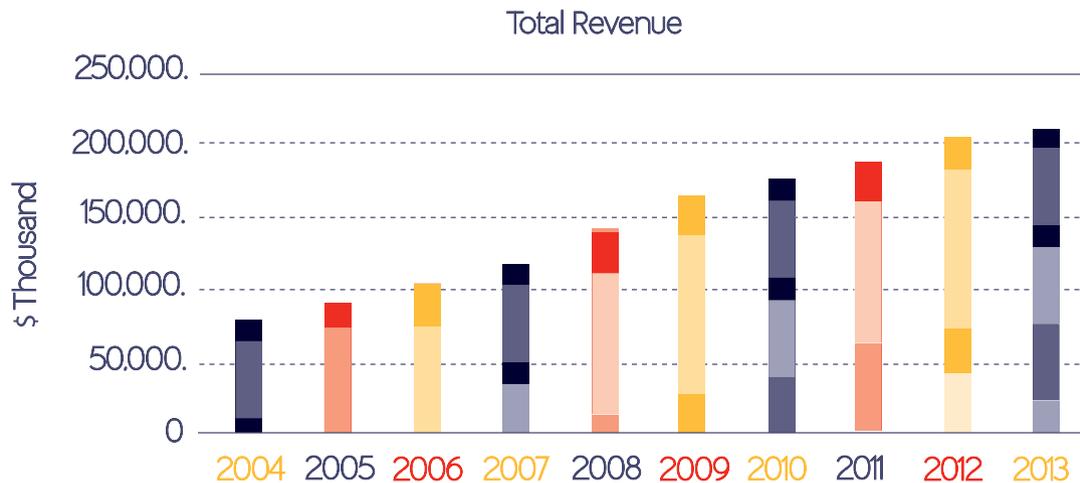
We came together as one Good Samaritan Southgate Family.



Perspective on People Since 1949...

THE FOLLOWING INFORMATION IS A SUMMARY OF THE CONSOLIDATED OPERATING RESULTS OF THE PAST NINE YEARS AND BUDGETS FOR THE COMING YEAR.

Actuals and 2013 Budget



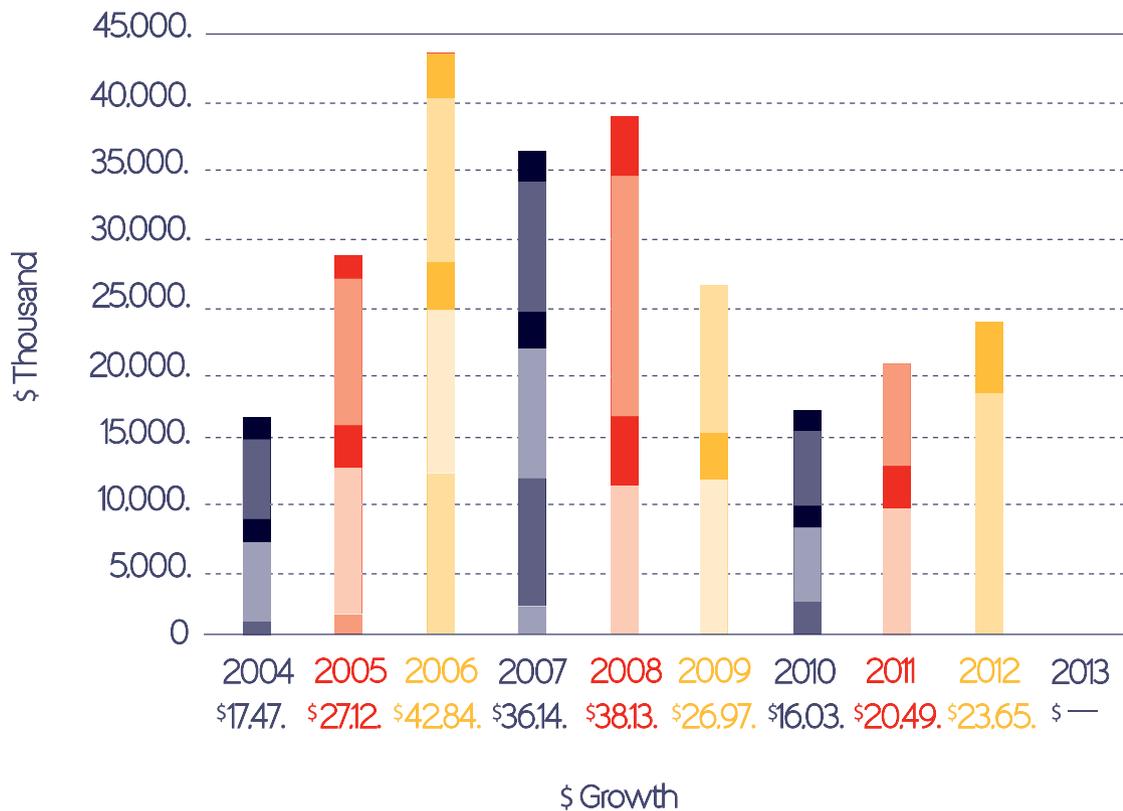
Results of 2011–2012

The Society has achieved a landmark with revenue surpassing the \$200 million mark. This has been the third year of single digit revenue growth indicating a slowdown of the rapid double digit growth that had started in 2002. This is allowing The Society to review its operations and administrative structures to ensure efficiency and effectiveness within the framework of its Mission.

Plans for 2012–2013

The Society is implementing its strategic direction and assessing priority areas where its skills can be best utilized. As this occurs, growth will be limited to inflation in the coming year. Total revenue is expected to be about \$212 million.

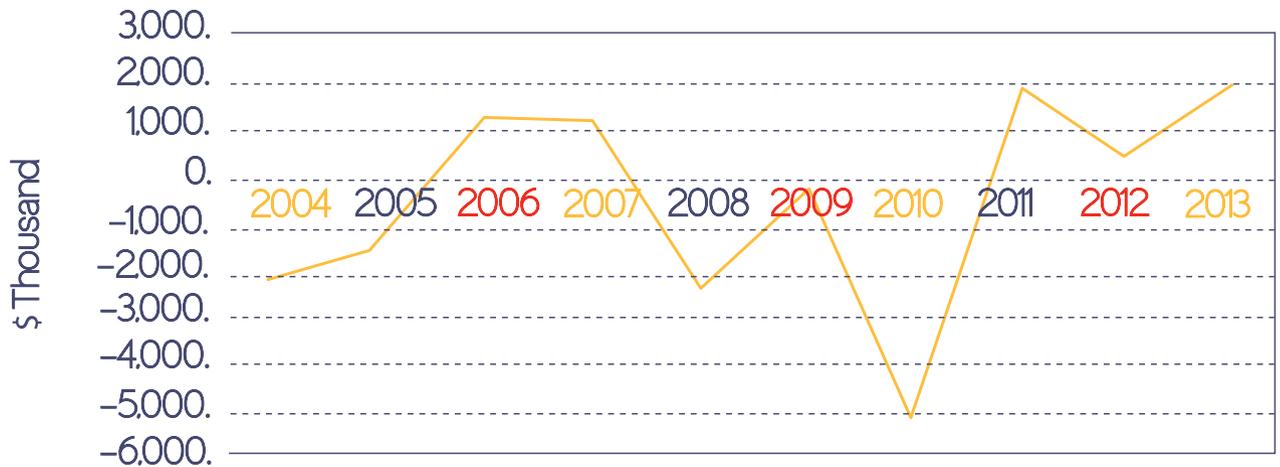
Annual Increase in Capital Assets



As capital projects were completed and with the acquisition of Good Shepherd Home in Wetaskiwin, the fixed assets increased by \$23 million.

Construction of new sites is now completed and no further capital growth is anticipated for 2012/13.

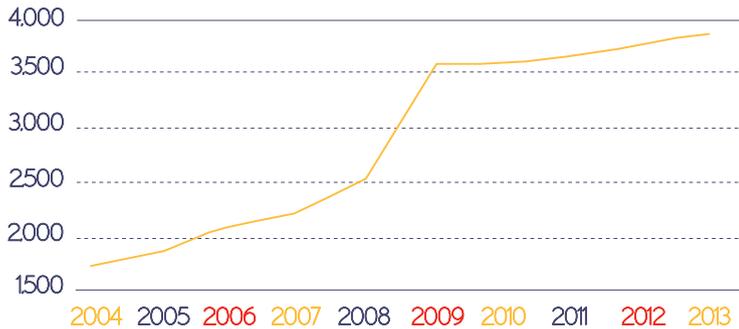
Excess (deficiency) of Revenue over Expenses from Operations



Net income has dropped from \$1,826,000 in 2010/11 to \$434,000, underscoring the continuing challenge of achieving a surplus in the publicly funded care sector. In the past year the most significant pressure occurred in British Columbia where all salary increases had to be achieved within existing funding.

The Society's target is to maintain net income at about one percent of gross revenue to ensure some reserves for future risks and contingencies.

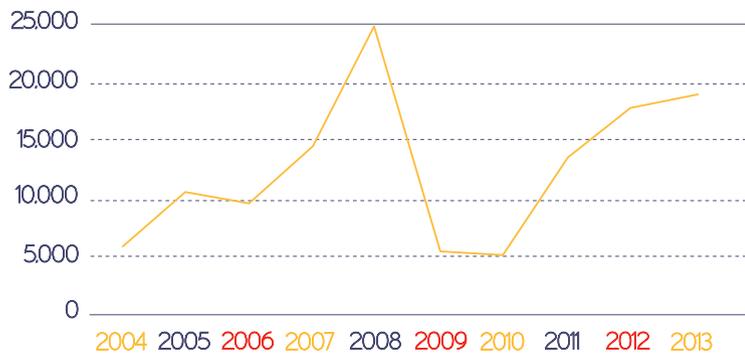
Number of Staff



The Society has about 3,800 staff with a total payroll of \$120 million.

Staff levels are expected to grow by only a small amount in the coming year, pending the timing of the implementation of the strategic initiatives.

Cash and Investments



Careful management of The Society's operations and capital expenditures still allowed for a positive cash inflow. Cash and investments have increased to just over \$17 million providing the necessary support for The Society's financial viability.

Ongoing positive cash flows should result in a cash and investment portfolio of about \$18 million.

Additional Notes

The Operations of "The Society" are carried out by two legal entities. The Good Samaritan Society (A Lutheran Social Service Organization) is incorporated under the Societies Act of the Province of Alberta and carries out operations in Alberta. Good Samaritan Canada (A Lutheran Social Service Organization) is incorporated under the Canada Corporations Act and registered under the Societies Act of the Province of British Columbia and carries on operations in BC.

Both of these legal entities are registered charities within the meaning of the Income Tax Act (Canada) and exempt from income tax under Section 149(1) (f). As registered charities, these entities have stringent reporting requirements and restrictions on how business is conducted within the organizations. Both organizations have the same individuals on the Boards and have the same senior management team.

Owing to the timing of writing the annual report, the financial information presented here is unaudited. Audited financial statements of either entity are available by calling Joanne Dusterbeck at 780-431-3706.

MY NAME IS BRUCE.

The picture of the skateboard on the homemade ramp is me. I was always that action oriented kind of guy.

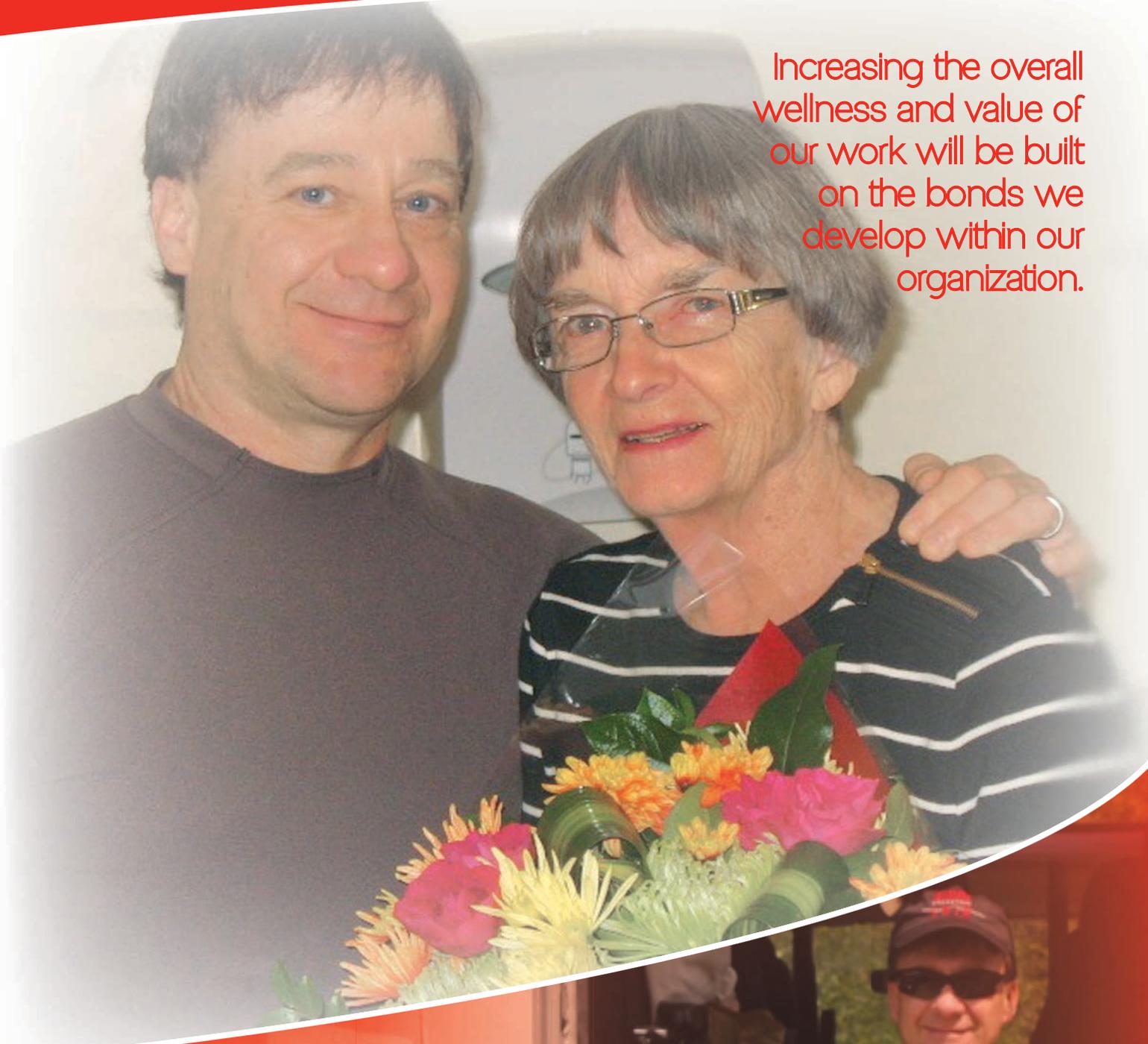
"I don't work with Seniors." This was my first thought, and the words out of my mouth upon hearing the question, "Will you cover a weekend shift in the ECU unit?" Seniors were not for me. Many of my colleagues had chosen this area of the Therapeutic Recreation profession, but not me. I was into action oriented Therapeutic Recreation, as a ski instructor for the Nova Scotia and BC Disabled Skiers Associations. I launched a West Vancouver windsurfing program teaching people with visual impairments. I have worked with athletes from entry to Olympic level as BC Provincial Sports Director, BC Wheelchair Sports. Why did this staff member keep calling and asking me to cover that shift? She didn't let up and I finally gave in under the condition—I would do it one time only.

Well, that was 18 years ago, and while I feel the action oriented years of my Therapeutic Recreation career were rewarding, the last 18 with seniors have been truly enriching. After 10 years with Richmond Health Services I found myself heading to Gibsons on the Sunshine Coast in 2006, to work within The Good Samaritan Society's soon to be opened multilevel care facility, Christenson Village. Growing up in Cape Breton then living in Vancouver for 25 years, the transition to Gibsons felt familiar, yet very different.

From start up to current day, the process of creating a "Home" for those who decide to live with us has been full of challenges and rewards. Sometimes those achievements were very measurable; the success of a new program, a big event, new system or process. But more often than not the greatest rewards have surfaced in the smallest of ways. The staff who volunteer quietly to assist during mealtime, the staff who gather a beautiful bouquet of flowers from their garden to welcome back a resident from a lengthy and challenging hospital stay. The residents and family who just keep on giving with their time and resources.

I hope that as we move into the future every person that is part of Good Samaritan Christenson Village can see the value of their contributions. I personally feel that increasing the overall wellness and value of our work will be built on the bonds we develop within our organization as well as through our external partnerships. It is always challenging to create something of value - a chosen path that carries with it responsibility and opportunity to create a higher quality of life for all of us.

Increasing the overall wellness and value of our work will be built on the bonds we develop within our organization.



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AS A CHARITABLE ORGANIZATION, The Good Samaritan Society has been privileged to gain support from many donors and organizations over the years. We have also been the recipient of many special donations made to us by organizations in communities where we have our sites. These local volunteer groups have organized events and activities where they raise funds designated to a local charity. We are proud to say that among the many choices, The Good Samaritan Society was identified several times. Being a charity, these donations help us provide loving care and quality service to honor the diverse population we serve.

SOME HIGHLIGHTS FROM THE PAST YEAR INCLUDE:

- “Next to New” \$10,000 donation to Good Samaritan Clearwater Centre to help with the purchase of new mattresses;
- “Light Up Your Life” total donations of almost \$35,000 for Good Samaritan Stony Plain Care Centre and Good Samaritan Spruce Grove Centre for equipment needs;
- “Friends Celebrity Golf Classic” in Penticton raised \$5,500 in support of the music therapy program at Good Samaritan Village By The Station;
- “Pembina Village Auxiliary Society” - \$5,400 towards a wheelchair washer for Good Samaritan Pembina Village;
- “Fred Lindsay Golf Classic” – this annual fundraising event of the former MLA in Stony Plain, Fred Lindsay, generously raised over \$18,000 designated towards the Close to Home Capital Campaign in support of the new Stony Plain Care Centre

MANY INTERNAL FUNDRAISING INITIATIVES were also undertaken to much success providing additional revenue to enhance the quality of life of our residents at several sites in Alberta and BC. Among these were the annual Christmas and Spring Appeals and our signature Golf Tournaments in each province.

- The Christmas appeal donations are designated to the sites as identified by each donor, and this past year our clients benefited from the generosity of many donors who gave over \$120,000!
- The Spring Appeal proceeds traditionally go towards the Pastoral Care Endowment Fund and last year over \$14,000 was added to the endowment.

- The annual golf tournaments have become high profile awareness building and fundraising activities for us. Last year's 19th Annual Servus Spirit of Caring Golf Tournament raised \$73,000 shared by George Hennig Place, Spruce Grove Centre and Wedman House. Servus Credit Union also made a special donation to the Close to Home Campaign at the tournament for \$60,000 which we were honoured to receive. The 5 sites in the Okanagan Valley also benefited from the generosity of donors and sponsors at the 4th Annual CitiFund Spirit of Caring Golf Tournament sharing over \$17,000.



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MY NAME IS KERRY.

I was born and raised in Taber, Alberta. In the mid 70's, I was involved in a single motor vehicle accident that left me with a severed spinal cord, a C4 Quadriplegic at 23 years old. I laid in a bed for 13 months in an intensive care unit in Calgary, and a team of 26 specialists told me I would be bed ridden for the rest of my life.

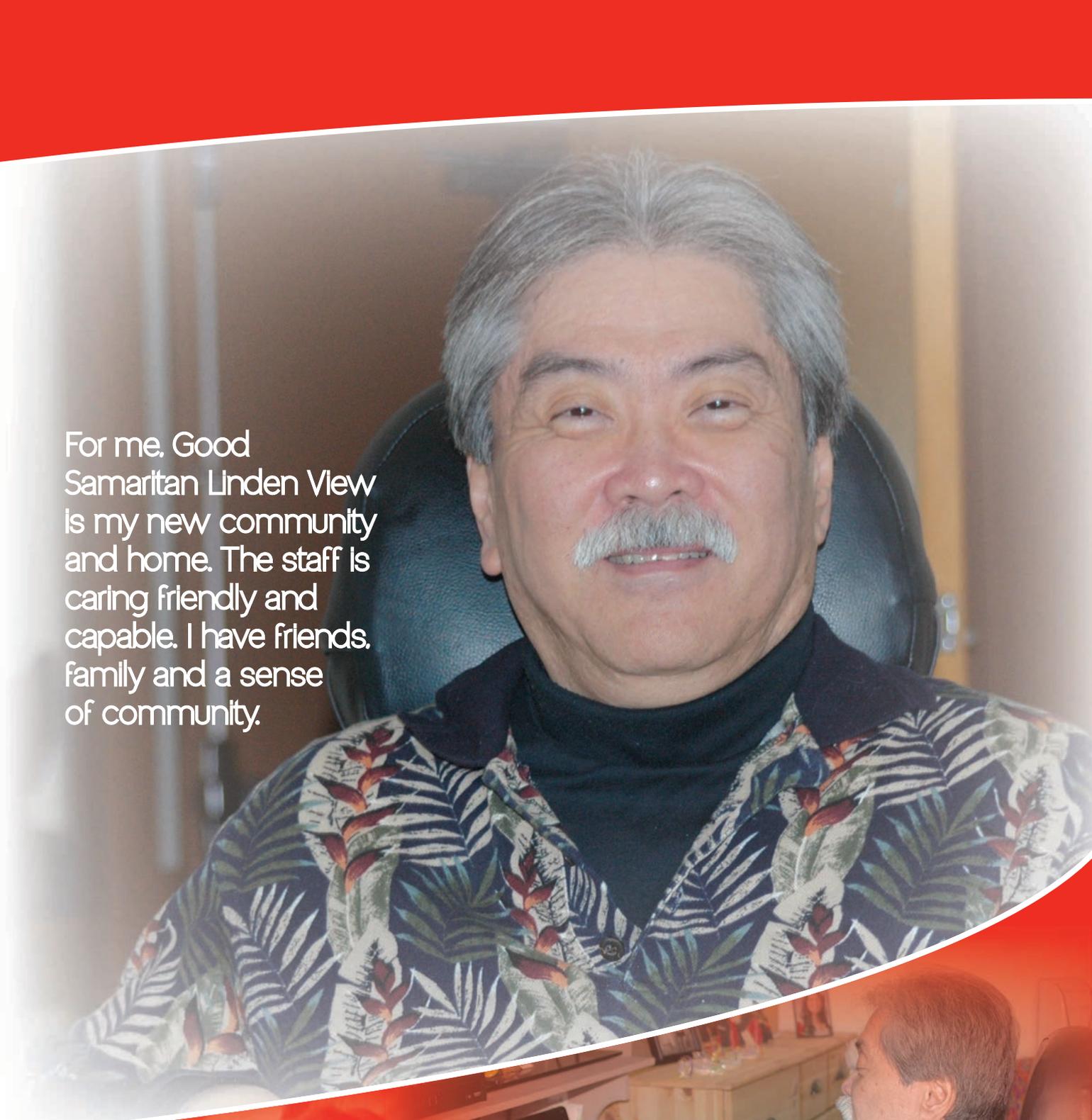
I was convinced they were wrong and hence my journey to prove it began. I worked hard to develop and regain limited use of my shoulders so that I would have the ability to use an electric wheelchair. Eventually I got there. To be able to do this, it allowed me to stay at home with my parents for the next 26 years! If I would have listened to the doctors, I would not have been able to spend those quality years at home.

In 2003, my Mom suffered a heart attack and caring for me became too much for her. There were very few options for me to move to in the Taber area where Mom could visit me daily and I could go home on occasion and fortunately I ended up in a long term care facility at the hospital. I kept hearing that a facility was going to be built in Taber that would be better suited to my needs, but I wasn't seeing that happen. Then it did. Construction began on what is now known as Good Samaritan Linden View. Hope was restored and in 2011 I moved to my new home.

For me, Good Samaritan Linden View is my new community and home. The staff is caring, friendly and capable. I have friends, family and a sense of community. It's like walking into a hotel! I can't even say what my favourite part of Linden View is – I love my spacious room, I love the people, I love all the activities and I love to watch the sunrises and sunsets. I even love the food!!!

I remain close to my Mom who comes to visit me often and also volunteers at Linden View. My Mom is getting on in years and has never driven, but the community is so kind and caring, people go to pick her up and drive her over 20 blocks to see me every day. Amazing!

I have now taken on the role of President of the Good Samaritan Linden View Hearts Resident Council. I love it as it keeps me busy and having interaction with the residents and their well-being and social needs. Linden View was named after the Linden tree which stands for strength and resilience. My Mom and I stay very active and enjoy making Linden View a positive active facility. I hope that I make our Linden View facility strong and beautiful....just like the tree.



For me, Good Samaritan Linden View is my new community and home. The staff is caring friendly and capable. I have friends, family and a sense of community.



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THE GOOD SAMARITAN SOCIETY
CONTINUED ITS EXPANSION THIS YEAR.
Here are the exciting new initiatives we launched last year.

STONY PLAIN CARE CENTRE



This project was completed in November 2011. Approximately 80 existing Good Samaritan residents were transferred from the "old" Stony Plain Care Centre. This new building is attached to the 30 bed dementia cottage. This facility now has 156 rooms of which 126 are long term care and 30 are supportive living for people with dementia. The building is now operating at full capacity.

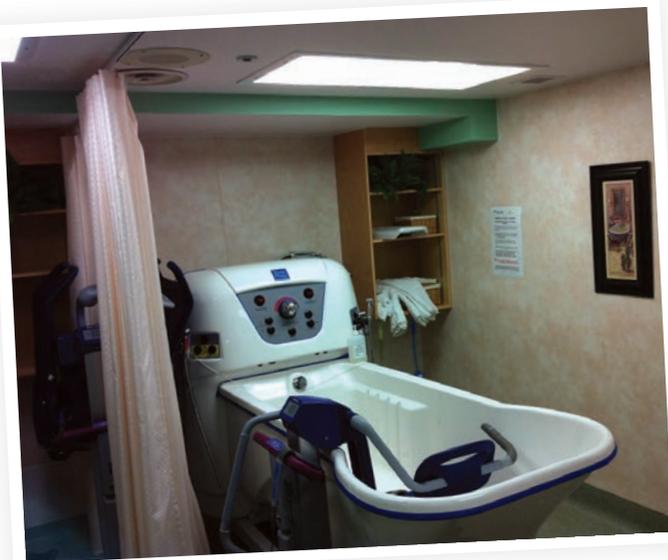
This 2 story care centre is complete with five beautiful courtyards, a great multipurpose room attached to the new chapel, beauty salon, tuck shop, rehabilitation areas, and six new lounge areas for residents. There is also an area to be leased out as a play school program, which may allow for resident interaction with children.

CLEARWATER CENTRE, ROCKY MOUNTAIN HOUSE



This Campus of Care which originally opened in 2004 and consists of a freestanding long term care cottage, a main building with three single storey long term care wings, 2 two storey supportive living wings and an adult day care program. The project scope consists of converting one main floor 13 bed supportive living wing into a secure 10 bed supportive living dementia (SL4-D) cottage. The converted beds will be operationally funded by Alberta Health Services.

SOUTHGATE CARE CENTRE TUB ROOM



This project was initiated to redesign the 3 central tub room and bathing programs at the Southgate Care Centre built in 1972.

By replacing old outdated equipment with new state of the art equipment, residents will enjoy a much nicer bathing experience. Also, with the addition of shower areas in the rooms, The Society can now offer residents choice.

MY NAME IS LOLA.

I am a retired nurse who spent the last 10 years of my career as a Corporate Director in charge of several departments. I was born in Australia but have lived many places in the world. I have always been someone that has wanted to contribute to the world and give back. So today I spend some of my time as a volunteer at The Good Samaritan Village by the Station in Penticton. At this very special place, I am responsible for a very unique and extraordinary project that we have developed for all our residents that call Village by the Station home.

I believe I have one of the most fascinating volunteer jobs and one I often feel honoured to be a part of. You see, I have the wonderful opportunity of learning about people's personal history and life's journey.

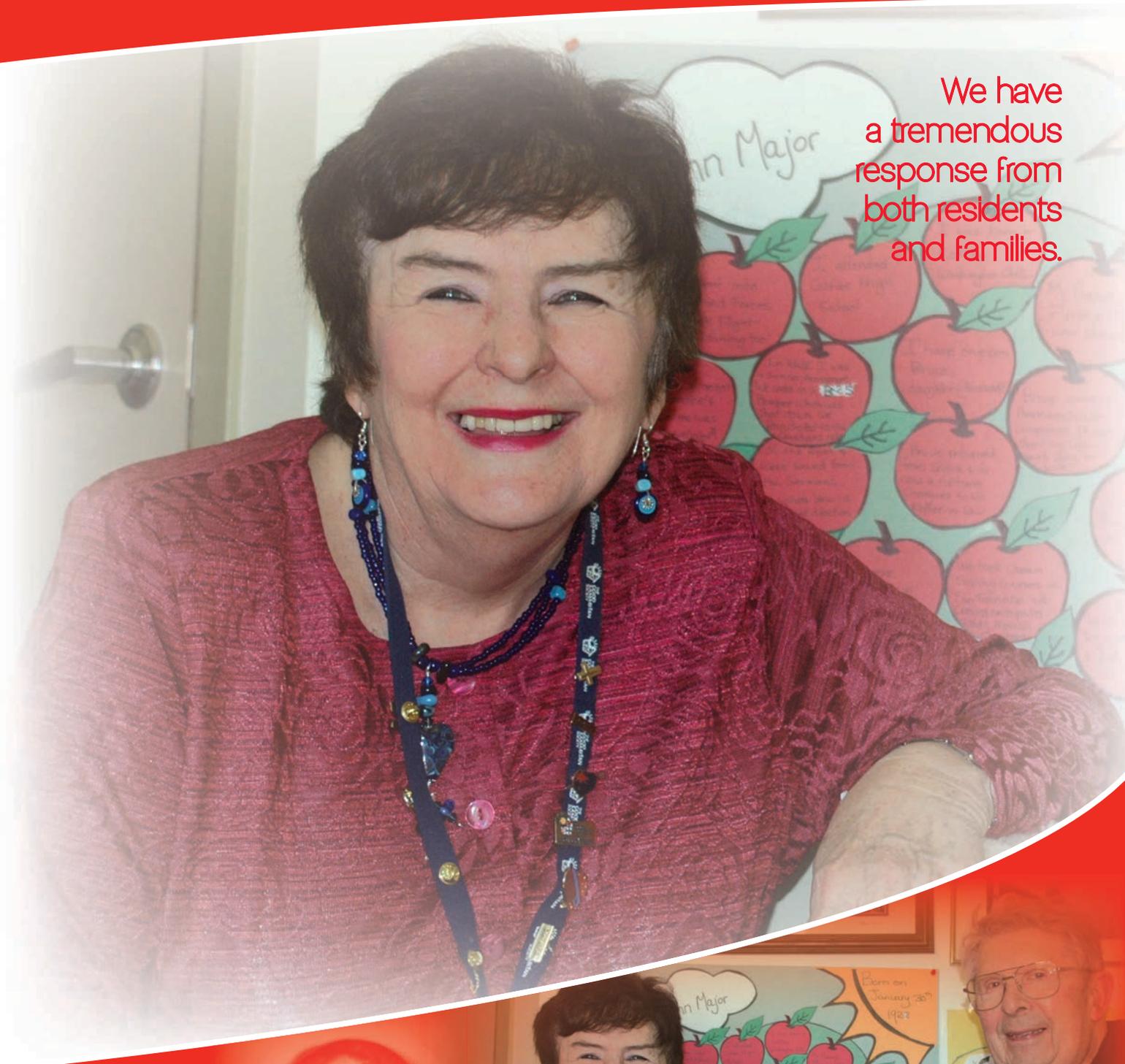
When a new person comes to live at the "Station" I ask them where they were born, their family history, education, personal life, special life moments, travels, sports, hobbies, volunteer work, etc. I cannot tell you how rewarding and interesting this work is. To call it work seems inappropriate. Once I have collected these personal stories, my creative fun begins.

It starts with several big pieces of construction paper. My goal is then to create a poster, a fun poster, for the resident's room, that tells everyone that enters it about their life journey. The poster is always an apple tree with each apple describing a different quality or aspect of that person's life. Each poster is unique and specially constructed for each individual. The posters become wonderful conversation pieces.

Staff, volunteers and visitors can really get to know our residents and discover who they were before they came to join us. Staff are better able to care for the whole person when they understand who that person is and the events that have shaped their lives. In addition, sometimes our residents are no longer able to share their own stories and in these cases these posters become even more special.

We have had a tremendous response from both residents and families, and it brings me great joy to see the connection this brings.

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Thank You...

To our Partners

ONCE AGAIN, we would like to take the opportunity to thank everyone that helped us in living out our values of healthy relationships, hospitable environments and servant leadership this past year. Our success is achieved through developing strong relationships with our partners.

We would like to say thank you to all our 3800 employees, our 1900 volunteers, and our numerous medical staff that dedicate their lives to fulfill our mission. We are grateful for all the effort, dedication and hard work, each person brings to The Good Samaritan Society on a daily basis.

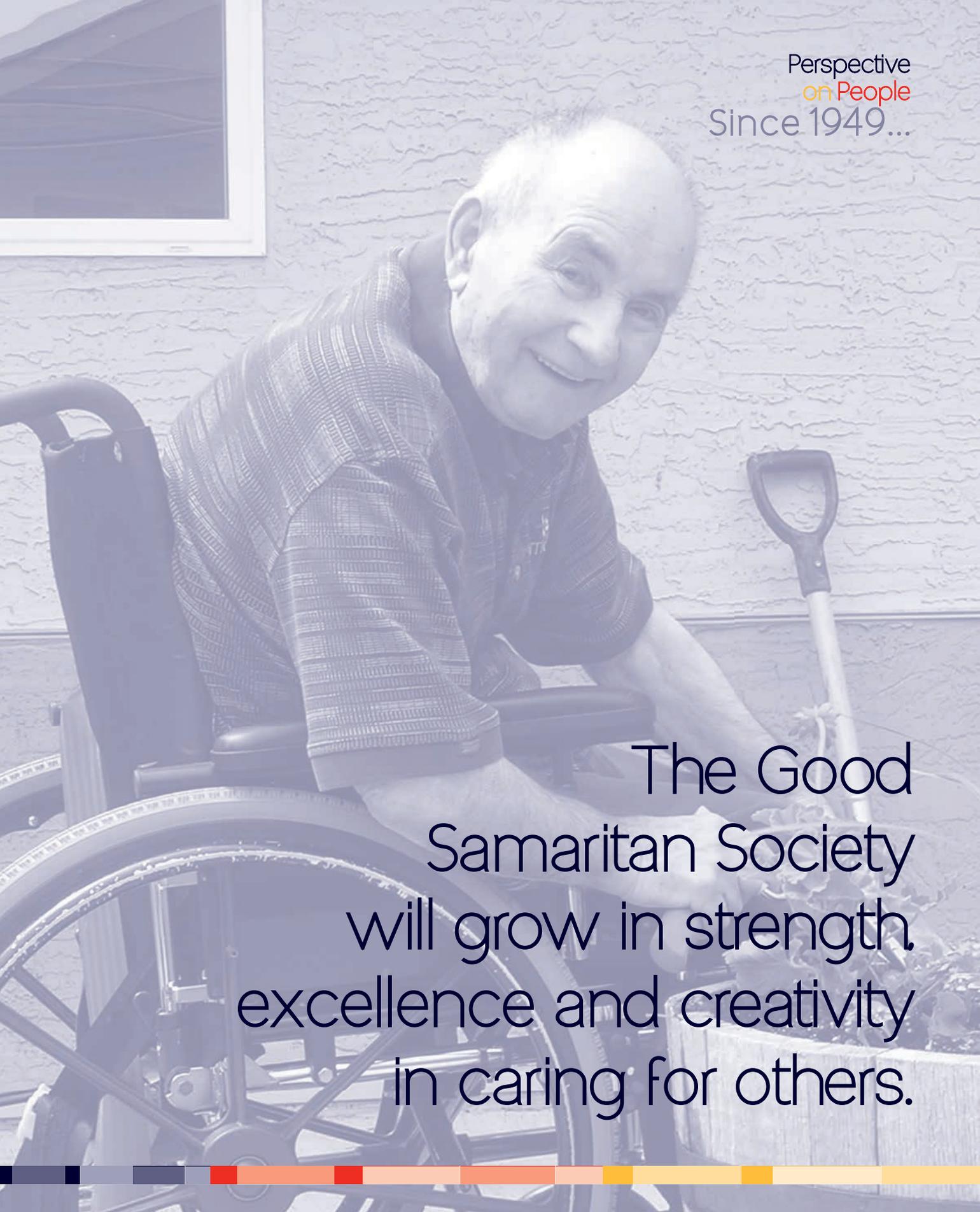
Thank you to The Good Samaritan Society Board of Directors, Society members, Lutheran Church Canada, Evangelical Lutheran Church in Canada and our many donors. We appreciate your selfless commitment to our organization and those we serve.

Our appreciation goes out to the Government of Alberta and the Government of British Columbia for their continuing financial support. Thank you to Alberta Health Services, Edmonton Persons with Developmental Disabilities Board and our British Columbia partners: Fraser Health Region, Interior Health Region, Vancouver Coastal Health Region, Vancouver Island Health Region and BC Housing.

Lastly, thank you to our partners that help us throughout the year: PricewaterhouseCoopers LLP; Sun Life Assurance Company of Canada; Servus Credit Union; Royal Bank of Canada; Reynolds Mirth Richards & Farmer LLP; our construction partners, service contractors, affiliated associations and fellow service providers for joining us on our journey.



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