



THE  
GOOD  
SAMARITAN  
SOCIETY

*A Lutheran Social Service Organization*

# C A R E

ANNUAL REPORT 2012-2013

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# MISSION, VISION & VALUES

## 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.



## STRATEGIC DIRECTIONS

The following are 6 strategic directions that The Society has developed to guide our organization into the future.

- *Strive for quality and safety across our continuum of services;*
- *Attract and retain staff and volunteers who are aligned and engaged with our mission;*
- *Ensure diligent stewardship of our resources;*
- *Advocate for quality and faith based services;*
- *Increase capacity for innovation, research and evaluation; and*
- *Initiate a new era of organizational growth and diversification to serve our mission.*

# 2012-2013 BOARD OF DIRECTORS

Clifford Friesen ..... *Chair, Rocky Mountain House, AB*

Judy Wry ..... *Vice Chair, Edmonton, AB*

Norman Thompson .. *Secretary, Kamloops, BC*

Dr. Jeanne Besner .... *Calgary, AB*

Rev. Bill Bulger ..... *Hinton, AB*

Cliff Elle ..... *Pincher Creek, AB*

Heather Gaze ..... *Kelowna, BC (partial year)*

Tyler Heal ..... *Edmonton, AB*

Rev. Alfred Maier ..... *Sorrento, BC*

Janet Molnar ..... *Victoria, BC*

Dr. Joanne Stan ..... *Vancouver, BC*

Darryl Turner ..... *Leduc, AB*

Colleen Wilson ..... *Medicine Hat, AB (partial year)*





## ROBERT'S STORY

“I SAY, FIND WHAT YOU ENJOY  
AND LIVE IT.”



I moved to Vancouver, BC in 1990 from Edmonton. I've been on the Sunshine Coast for 10 years.

I have Parkinson's.

I was living with Parkinson's and mobility issues

for about 2 years in my own residence. Even as my Parkinson's progressed, I was tapping into my creative juices, perhaps trying to outrun it, and tried to find some meaningful purpose after I could no longer function in my business.

I was in the middle of writing a theatrical play, when I got the call for myself and my dog Lucky to move to Good Samaritan Christenson Village in 2009. I finished writing the play later that year and began assembling a cast and rehearsing in our recreation room. Management and staff of Good Samaritan Christenson Village have always been supportive of my creative endeavors. Since then, I have kept very busy producing, coordinating and participating in a wide variety of activities. You can see in the photo that I am now playing the ukulele, which I picked up since being here. We have a group of us that play and I sometimes lead the group and

teach new songs and coordinate lessons. Today, I am the Resident Council Chair, working with management to address concerns of our residents.

I've been writing all my life and I still journal every day in the early morning hours, writing longhand, sometimes scribble. One of my passions is writing. I try not to live in my disease and my dog Lucky and I have a pretty great life here at Good Samaritan Christenson Village.

Another of my passions is making a difference in my community, doing what I can to help build a strong community.

People told me that moving into a care facility would mean my world would get smaller. That was not the case for me. For me, writing and creating turn me on; for others it is gardening; for our new resident, Joe, it is golfing; for some it is art, for others it may be classical music or meditation, or even bingo. I say, find what you enjoy and live it.



# COMMUNITY BASED GOVERNANCE

CARLA GREGOR  
PRESIDENT & CEO

CLIFF FRIESEN  
BOARD CHAIR



**G**ood governance is essential to a high functioning organization. Governance is a broad term, referring to the processes and structures that an organization uses to manage its activities. Governance within The Good Samaritan Society is provided by a 12 member volunteer Board drawn from communities within which The Society operates. The Board of Directors in a not-for-profit organization like The Good Samaritan Society plays a key role in establishing and maintaining good practices relating to the establishment of mission, vision and values, as well as the setting of expectations and creation of policies related to financial stewardship, human resource practices, quality care, and fundraising. In order to be effective, Board Directors must be able to work together to answer the following questions:

1. *What goals will help make our vision a reality?*
2. *What changes are needed to achieve the desired goals?*
3. *How will we source the financial support to reach the goals?*

4. *How will we measure our success?*
5. *How will we ensure that resources are being used efficiently and progress reported accurately?*

Like organizations, Boards evolve and mature over time. Such has been the transition of the Board of The Good Samaritan Society over the last few years. To enhance its effectiveness, the Board has undertaken the following work:

- *Revisions to the Board policy manual to enhance clarity and reduce duplication;*
- *Development of Board financial indicators to monitor the organization's financial health;*
- *Creation of Board subcommittees to focus on finance and audit, quality and safety, fund development, and governance;*
- *Creation of processes to support regular strategy planning;*
- *Creation of Board specific goals;*

- *Creation of an enhanced Board orientation process for new Board Directors;*
- *Development of policies to enhance Board and Executive continuity;*
- *Development of regular surveys of Board performance - feedback that supports continuous improvement of Board functioning;*
- *Redefinition of Society membership;*
- *Annual visits to GSS sites to better understand the opportunities and challenges related to the work that we do; and*
- *Support for a new sustainable model of Pastoral Care that responds to the needs of our residents and clients.*

However, one of the most important roles of a Board is the selection of the organization's new President/CEO. With the departure of the CEO at the end of May, the Board has appointed Shawn Terlson as successor and the organization is poised to move forward with new leadership for new times. We leave our roles as CEO and Board Chair confident that with our people, our mission and values, and our strategic directions, the organization is ready to embrace the opportunities. Serving as a Board Director and President/CEO has been both a pleasure and a privilege. 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. We will eagerly await news of the organization's many successes in the years to come.





## DARCY'S STORY

“RESIDENTS TEACH US WHAT IS TO BE VALUED IN LIFE AND WHAT IS TRULY IMPORTANT IN THE BIG PICTURE.”



**D**arcy Shenfield has been working with The Good Samaritan Society for 24 years, and is an example of a staff member and donor who

believes in, and is committed to our mission. Darcy gives of her talent, training and experience every day as a Staff Educator. Her giving doesn't end there - she and her husband are also donors for many GSS initiatives, plus Darcy supports our charity through monthly payroll deductions.

Darcy gives to other community charities as well, but her heart is with The Good Samaritan Society. "I give to honour my heritage. We are losing this connection, which I believe is important," states Darcy about what motivates her to give. She is very grateful that she works with an organization whose values reflect her own, plus Darcy believes she benefits from the people she works with. "Residents teach

us what is to be valued in life and what is truly important in the big picture."

By giving regularly, Darcy feels a different level of commitment, which impacts her work as well. She believes this shows in her integrity at the work site and her degree of commitment and participation. As a donor, she feels part of the bigger picture of The Good Samaritan Society.

Darcy acknowledges that giving is a very personal decision, but she feels personally rewarded and satisfied being a donor. On a daily basis she sees the needs within our organization and in the community, and this motivates her to help as best she can.

A special project that Darcy has made a significant commitment to is the Close to Home Capital Campaign for the new Stony Plain Care Centre. She and other staff members have set a goal to raise \$85,000 towards this campaign and Darcy has been a leader in helping make this happen.

Darcy Shenfield is a shining example of a donor and staff member who takes our mission from words on paper to actions. She lives the GSS values every day by sharing her time, talents and resources.



*Good Samaritan Stony Plain Care Centre*



**CARE**

**ACTIVE FUND & MISSION DEVELOPMENT**

*Bev Boren*

## BEV'S STORY

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“IF YOU HAVE,  
THEN YOU SHARE.”

**B**ev Boren feels blessed. She feels she has enjoyed a good life and now has a responsibility to give back. “If you have, then you share” is her philosophy.

Bev is a second generation donor to The Good Samaritan Society. Following the lead of her father, Bert Boren, Bev has been supporting The Good Samaritan Society for decades. Bev’s giving also extends to arts and cultural organizations and other community groups as well, but she believes that an organization like The Good Samaritan Society is increasingly important and hopes that people come to support GSS because the need is real. “Everyone hopes for good care as they age, and can help put that in place now”.

Bev likes to support GSS because of its good record: The Society has responded when and where there was a need in communities in Alberta and British Columbia, meeting senior care needs at several different levels. When there was a need in the area of Persons with

Developmental Disabilities, GSS opened its services to meet those needs with much recognition.

Bev’s father was the first in the family to become involved with The Good Samaritan Society. “He felt he had a role in the community outside the church,” says Bev, “especially living through his own illness. He wanted to give back because he felt blessed.” Bert Boren served GSS for over 40 years, starting in the early 1950s as a volunteer, then he was a Board member from 1959 – 1984. He was always supportive of events throughout our sites and programs and often participated in the Good Samaritan Spirit of Caring annual golf tournament.

As a donor, Bev feels people should give to things they believe in. Bev was only in her 20s when she became a lifetime member of GSS and now, decades later, she still volunteers, liaises with her congregation to keep them apprised of GSS activities and donates as often as she can.



*Bev Boren with the Hosanna Quilters Guild*

# ACTIVE FUND AND MISSION DEVELOPMENT

## DONOR SUPPORT - ENHANCING THE LIVES OF SENIORS

**A**s a charity, The Good Samaritan Society raises funds to provide loving care and quality service to honour the diverse population we serve. With over 6000 residents and clients, and with generous support from our donors, volunteers and staff, we are able to bring joy, warmth, comfort and love to those in our care. These investments by donors are transformational for our residents and clients. On behalf of those who benefit each day from this generosity; we extend a sincere thank you for your thoughtful support.

This support was shown in so many ways this past year! Some of the exciting and needed enhancements achieved at our sites as a result of your generous donations have included:

- *Epcor – \$10,000 to support the Good Samaritan TeleCare Hardship Fund that allows those living in their homes but in financial hardship, to have the security they need by installing call and safety devices;*
- *Vancouver Foundation, Concord Pacific Harmony Trust Fund – \$5,000 to support a specialized Music Therapy Program at Good Samaritan Village by the Station in Penticton;*



*Epcor cheque presentation to TeleCare*

- *Next to New - a \$20,000 donation to Good Samaritan Clearwater Centre in Rocky Mountain House to help with the purchase of specialized equipment;*
- *Sunshine Coast Community Foundation - \$1,750 towards the community recording project at Good Samaritan Christenson Village in Gibsons;*
- *Calgary Community Foundation – Rochman Fund - \$150,000 for resident quality improvement initiatives;*
- *Union 52 Benevolent Society - \$3,000 towards new chairs for the multipurpose room/chapel area at Good Samaritan Dr. Gerald Zetter Care Centre in Edmonton;*
- *Community Spirit - \$25,000 for the maintenance, accessibility and upkeep of homes within our program for Persons with Developmental Disabilities; and*
- *Thrift Shop - \$6,000 towards the purchase of overhead tables at Good Samaritan Stony Plain Care Centre and an accessible tub at Good Samaritan George Hennig Place in Stony Plain.*

This list is by no means inclusive of all the generous contributions we received, and we wish we could list all who made such a difference in the lives of those we serve.

Other fundraising initiatives to enhance the quality of life of residents and clients in our care included - the annual Christmas appeal which raised over \$120,000; many individual events at sites took place, from bazaars and plant sales, to carnivals and rummage sales; the 20th Annual Spirit of Caring Golf Tournament in Alberta raised over \$86,000, while the 5th Annual Golf Tournament in Kelowna raised over \$23,000 – and much more.

In addition, several sites have undertaken specific campaigns in support of their priority needs. These include the Good Samaritan Good Shepherd Home in Wetaskiwin and their \$175,000 bed campaign; and the \$100,000 campaign for a new patio area at Good Samaritan Heron Grove in Vernon.

The Good Samaritan Society continues to be committed to being a faith-based care provider and we have made significant changes to our Pastoral/Spiritual Care Program in the past two years to ensure the program's sustainability. Our Nurturing the Spirit spring appeal raised \$14,000 in support of the Pastoral Care Endowment

Fund. We were also blessed with a major donation from the Grace Lutheran Church in Medicine Hat. Thank you to all our dedicated supporters of this important initiative.

Some of our most exciting events this past year were special gatherings held to say thank you to our donors and supporters, and to commemorate the completion of specific campaigns. In Stony Plain at the new Care Centre, a celebration with our donors was held to recognize those who have supported our efforts to raise over \$1 million for the new building; a similar event was held in Rocky Mountain House at Good Samaritan Clearwater Centre to thank donors who have supported many different initiatives for the past few years. We believe in being transparent and accountable to our donors and events like these provide us an opportunity to say thank you in person and confirm how generous donations have been put to good use.

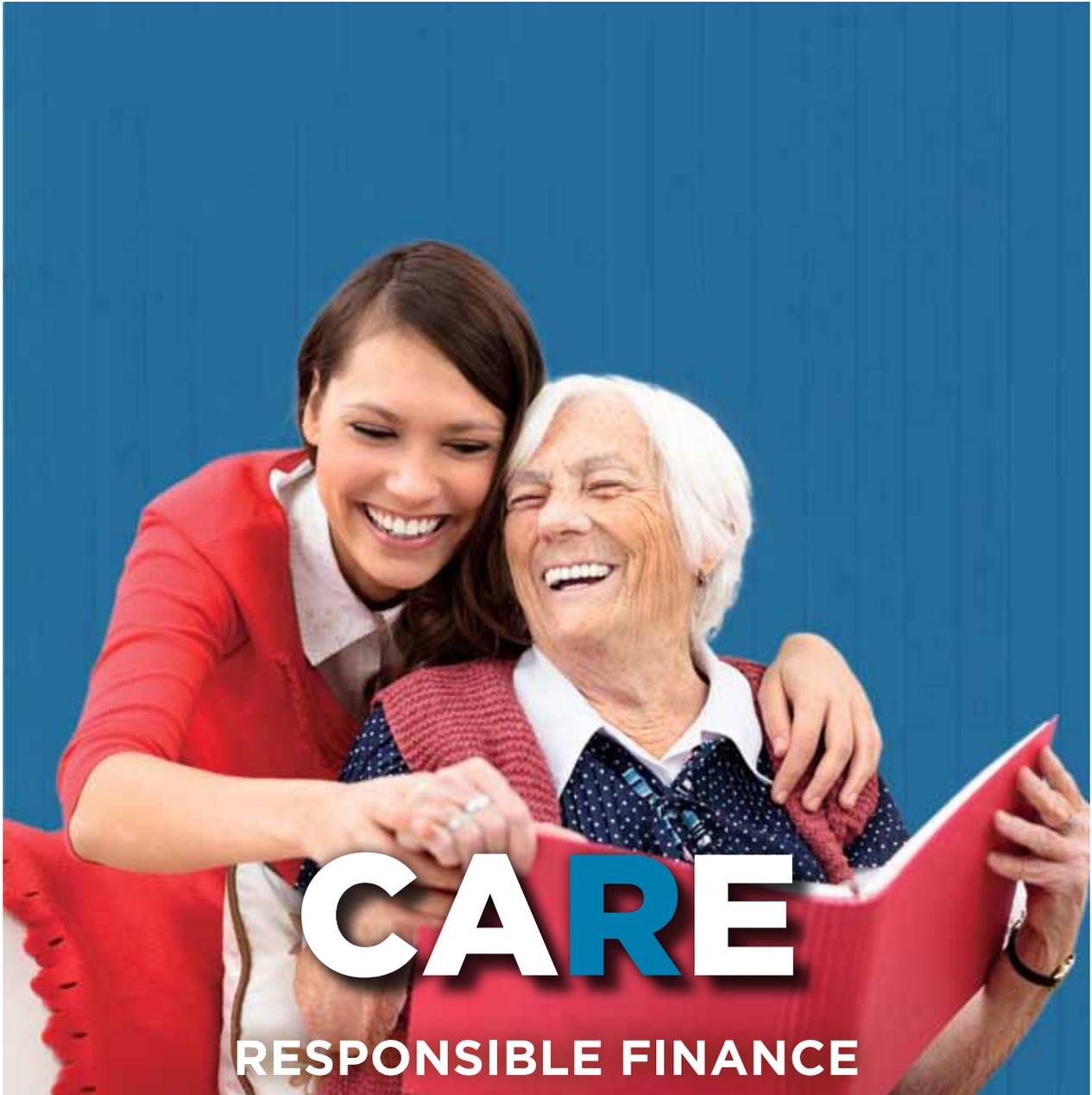
We would like to thank all our donors for contributing to outcomes that matter to seniors and their families: new equipment, increased recreational activities, specialized therapy and much more. We take pride in providing quality care and with you – our donors, volunteers and staff by our side, we will continue to successfully fulfill our mission.



*Members of the Stony Plain Rotary with their Philanthropy Day Award*



*GSS nominated the Union 52 Benevolent Society for an award from the Alberta Association of Fundraising Executives.*



The Operations of “The Society” are carried out by two legal entities. The Good Samaritan Society (A Lutheran Social Service Organization), incorporated under the Societies Act of the Province of Alberta and carries out operations in Alberta and Good Samaritan Canada (A Lutheran Social Service Organization), 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.

Due to the timing of the writing of 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.

## IMPACT OF CHANGES IN ACCOUNTING STANDARDS

The impact to the 2013 financial statements resulted from changes in accounting standards as The Society adopted Canadian accounting standards for not-for-profit organizations (ASNPO) effective April 1, 2012. Unless otherwise indicated, the comparative balances as at and for the year ended March 31, 2012 presented in the annual report have been restated in accordance with ASNPO. All other balances from periods prior to March 31, 2012 are presented in accordance with Canadian Generally Accepted Accounting Principles (CGAAP). In accordance with ASNPO transitional provisions, The Society elected to revalue lands, which increase its value by \$29.4 million to an adjusted fair value of \$38.9 million.

Additionally, financial liabilities are required to be recognized at fair value less transaction costs. The Society receives its insured fixed rate mortgages at a discount from market rates so as a result, long-term debt was decreased by \$22.3 million to reflect the discounts. Also under ASNPO, transaction costs are required to be recorded net of financial liabilities. As a result, transaction costs in the amount of \$6.5 million were reclassified from property and equipment to long-term debt, which had no effect on the net assets.

The sum of these transactions resulted in an increase to net assets on April 1, 2012 of \$50.9 million.

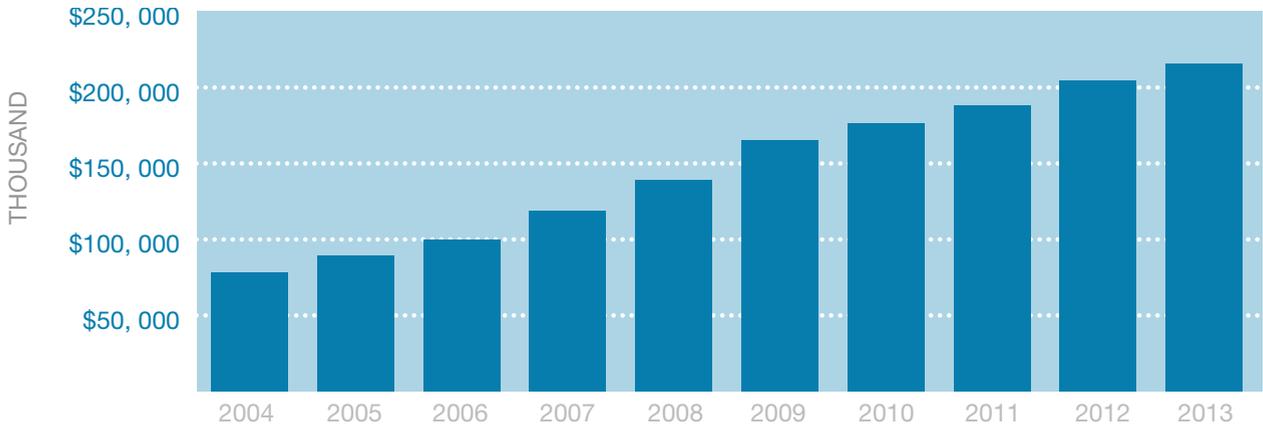
ASSETS	ASNPO 2013	CGAAP 2012
Current Assets	10,011	14,627
Property and Equipment	355,864	343,199
Other Assets	28,410	20,830
	394,285	378,656
LIABILITIES		
Current Liabilities	68,986	37,128
Long-Term Debt	187,920	252,239
Other Liabilities	76,558	78,983
NET ASSETS	60,821	10,306
	394,285	378,656

These changes in accounting rules, in the opinion of management, better reflects the financial position of The Society, because the changes increased assets, reduced liabilities and increased net assets.

There was relatively little activity in loans or capital expenditures and therefore trend graphs in these areas would not be meaningful.

## TOTAL REVENUE

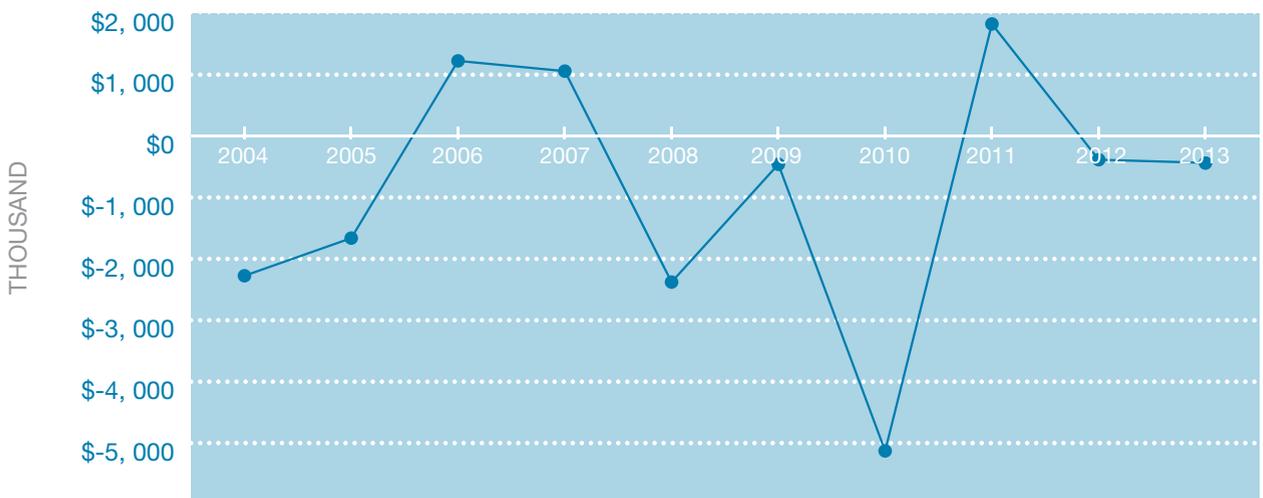
The revenue of The Society continued to increase and was \$216 million in 2012/13. The revenue budget for 2013/14 is \$221 million.



## DEFICIENCY OF REVENUE OVER EXPENSES

The Society had a loss of \$419,000 in 2012/13. The increased amortization resulting from the restatement of long-term debt related to the new accounting standards increased expenditures by \$816,000 compared to prior years related to the amortization of the discount. The 2013/14 budget is for net income of \$1.1 million.

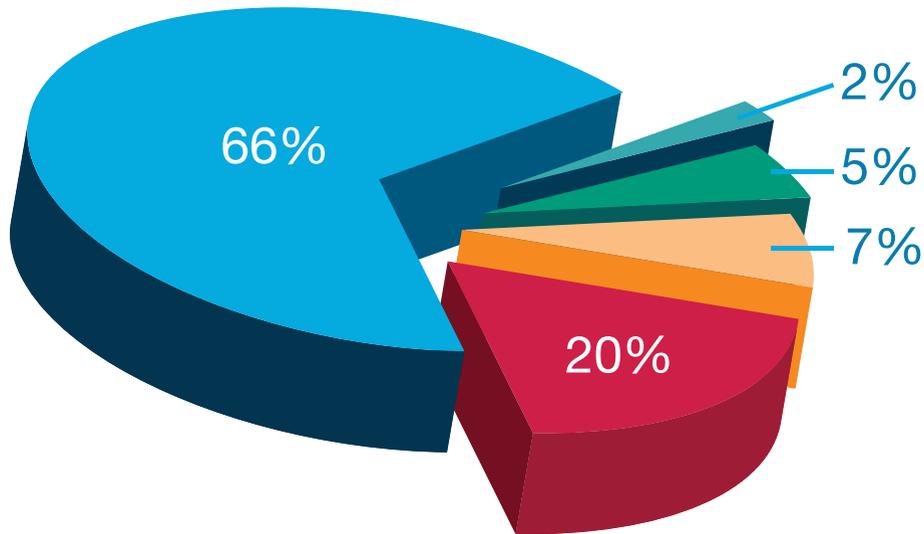
### EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS



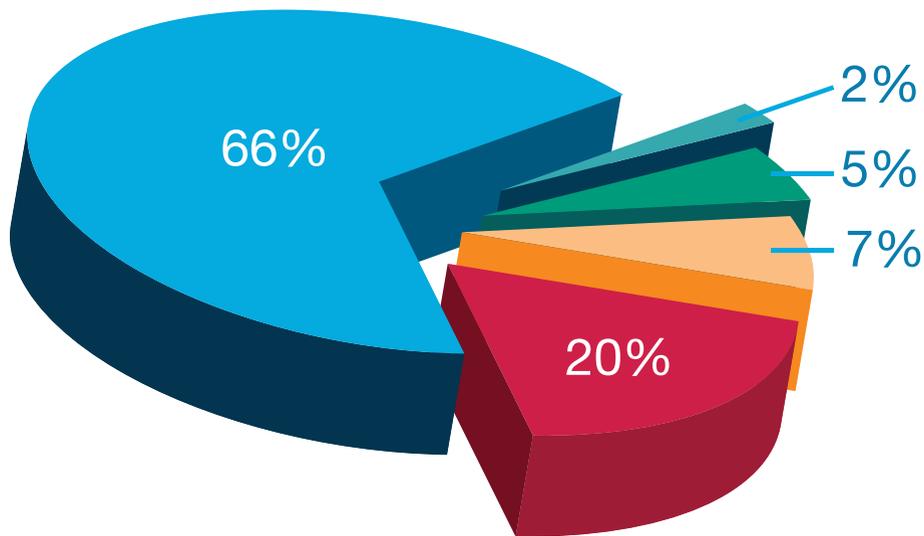
## REVENUE AND EXPENSES

The mix of revenue sources and expenditures on a percentage basis is almost identical to prior years.

### 2013 SOURCES OF FUNDS

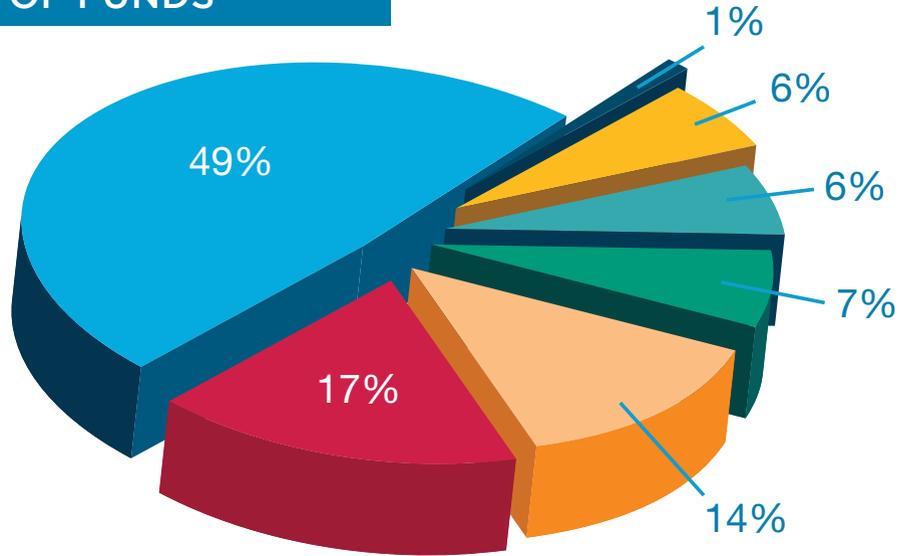


### 2012 SOURCES OF FUNDS

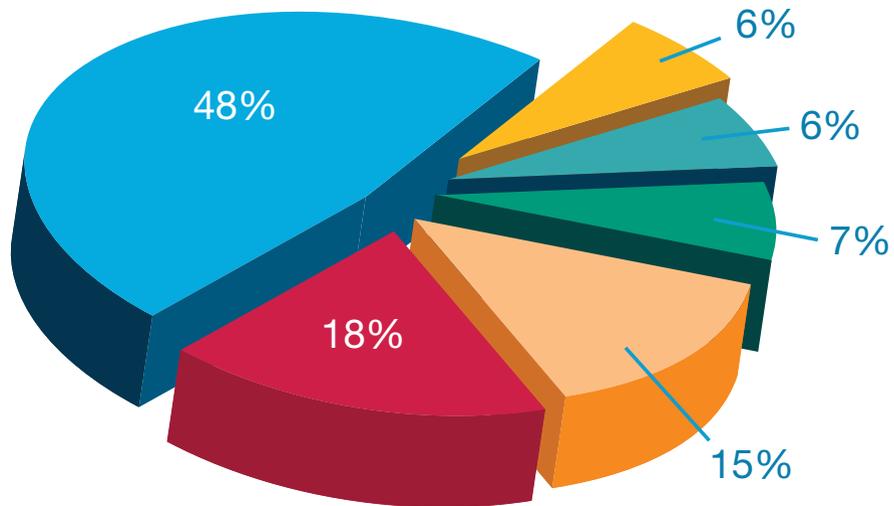


## REVENUE AND EXPENSES

### 2013 USES OF FUNDS



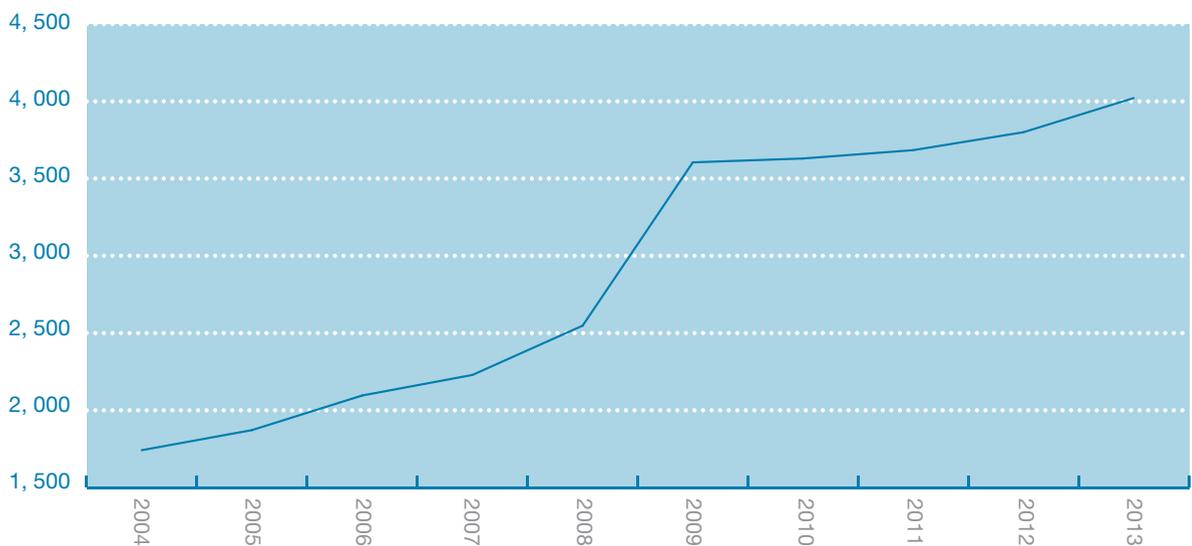
### 2012 USES OF FUNDS



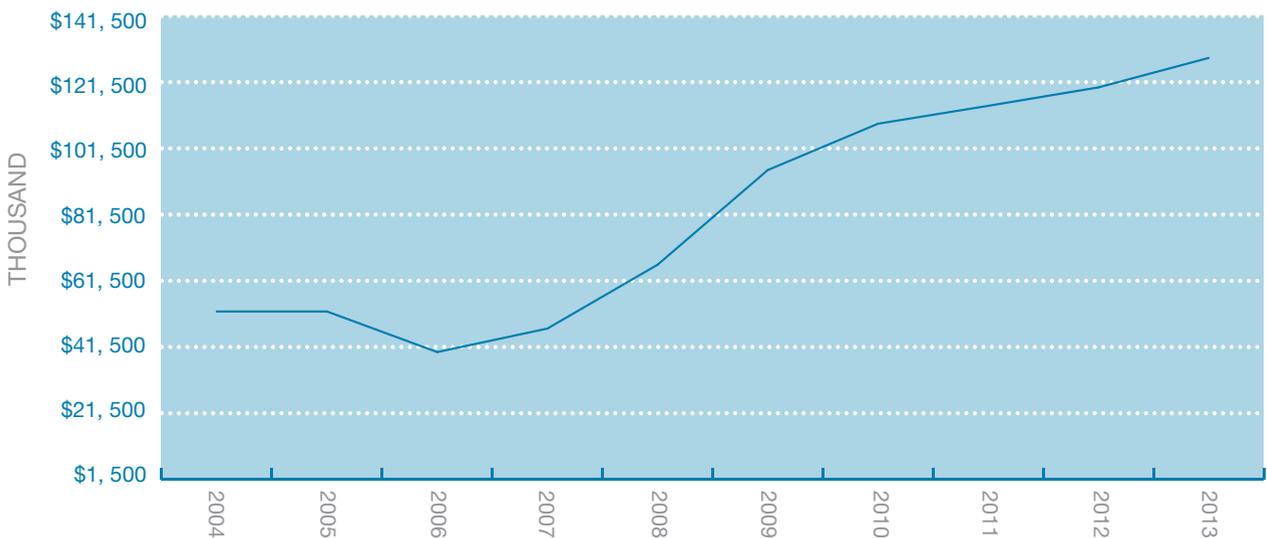
## STAFFING

Staff is the key element to ensure the quality of the programs and services of The Society are maintained as we continue to live our mission, vision and values. The number of staff employed by The Society increased by 200 over the past year to 4,000. This was done to meet the increased complex care needs of the clients we serve. As a result of additional staff and existing staff pay increases, The Society's payroll expense increased by \$7.8 million from the prior year.

## NUMBER OF STAFF



## PAYROLL DOLLARS





## GOOD SAMARITAN VILLAGE BY THE STATION STORY

“OUR JOB DESCRIPTION IS SIMPLE -  
WE CREATE MOMENTS OF JOY”



**W**e are the Recreation Team at Good Samaritan Village by the Station in Penticton. We are 13 strong – 2 full time, 7 part time,

and 4 casuals. We love our jobs – every day, we get to truly make a difference in the quality of life for the people who call this home.

Our job description is simple – we create moments of joy.

As a team we feel needed and a vital part of Village by the Station. Residents and their families express their appreciation daily for the activities and programs that we are blessed to be able to offer. Our recreation team is a tiny part of the Village staff. Without our wonderful co-workers, in each and every other department at the Village, we wouldn't be able to do our jobs so enthusiastically, and so well. They support recreation and are a huge help in providing quality therapeutic programming to our folks. As well as the dietary, housekeeping, nursing, and support staff, we also have an incredible 150 volunteers who generously donate their time and talents here. Their contribution is vital to our success.

Our unique recreation team offers a huge variety of programming. We all bring such different strengths and gifts to our roles; teaching, musical talents, art therapy, and horticulture therapy just to name a few. But we certainly all have two vital things in

common - a great sense of humor and a shared goal of providing the best possible service and care to each individual here - to meet their social, emotional, spiritual and recreational needs. We are proud to say that in our community, Village by the Station has a reputation for providing top quality nursing care and a wonderful caring, homelike environment. As a recreation team, we are happy to say we also have a well known reputation: "we make life worth living!" Our residents can't wait to see what kind of crazy ideas we come up with next!

The recreation team in Penticton is always trying new things to meet our ever-changing population. We embrace change and "keeping it fresh". In these challenging times of budget restraint, workload issues, and increasing demands for meeting more needs with less resources, we are the "can do" team! We support and mentor each other and as a team we keep our enthusiasm and our focus strong. Our secret for success: work hard, and every day make time to play hard too!



# EXCELLENCE IN QUALITY AND SAFETY

**T**he Good Samaritan Society continues to be highly committed to ensuring quality and safety throughout our programs and services. In October 2011, The Society went through an accreditation process through Accreditation Canada and received “Accreditation with Exemplary Standing” - the highest level of accreditation.

The Society Board of Directors plays a significant role in the journey towards quality improvement and safety. Governing boards are accountable for the performance of their programs and services and provide oversight and direction to the CEO. To achieve their governing responsibilities, the Board fulfills its functions through:

- *The development of a vision around quality and safety improvement for their organization;*
- *Establishing strategic directions and goals to support the vision;*
- *Monitoring performance relevant to these goals through the use of indicators; and*
- *Supporting initiatives to develop capabilities and foster a culture of quality and safety within the organization.*



The Society’s plan includes 6 strategic directions and the first strategic direction is, “Strive for quality and safety across our continuum of programs.” As part of the ongoing commitment to quality and safety, the Canadian Patient Safety Institute (CPSI) was invited to spend a day with the Board and the Senior Leadership to assist in deepening knowledge and skills related to the role of Board members. The event was successful in supporting the Board to understand and learn more about integrating core governance functions and approaches related to quality and safety. We received very positive feedback from CPSI regarding our strategic plan and process for reporting on key quality and safety indicators to the Board for monitoring and were asked if we would allow CPSI to share our information with others.



In the fall of 2012, the Board established a Quality and Safety Committee to further its focus and commitment in this area. The role of the Quality

and Safety Committee is to assure the Board that policy and processes are in place to continuously improve the quality and safety of care and service across all programs and services. A quality plan has been developed in alignment with the goals in Strategic Direction number one and key measurements for monitoring developed. Examples include improving hand hygiene to decrease the spread of

infection; improving appropriate use of antipsychotics; and ensuring residents are not being over medicated leading to falls and risk of hospitalization. In addition, the Board will be focusing on establishing processes for communicating the plan to staff, residents, families and our public stakeholders. In fulfilling its role, the Committee will look towards those served by The Society for feedback to ensure we stay focused on the needs, opinions and preferences of our clients, families, and staff.

All of this hard work and attention to quality and safety are rooted in our drive to fulfill our mission, vision and values. We know that this would be impossible without the dedication and commitment of all our 4000 staff and 1900 volunteers that work tirelessly to ensure our residents receive the best possible care and service.



# THANK YOU

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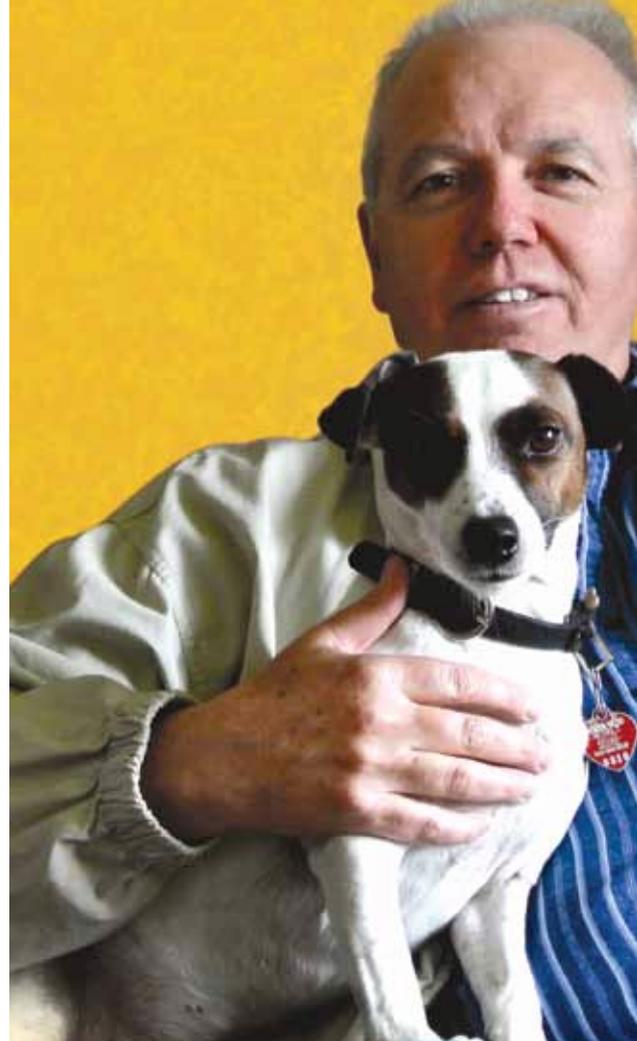
**T**he Good Samaritan Society is known as a leader in providing quality care and services in Alberta and British Columbia. This is achieved through the dedicated service of our staff, volunteers and medical staff. We thank you all for your ongoing commitment and hard work in helping us achieve our mission, day in and day out.

We would like to thank our donors and sponsors for their ongoing support. We greatly appreciate your generous contributions and your investment in enhancing the lives of those we serve.

Thank you to The Good Samaritan Society Board of Directors, Society members, Evangelical Lutheran Church in Canada and Lutheran Church Canada.

Our success as an organization is made possible through the development of healthy relationships with all our partners. 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 as well as our British Columbia partners: Fraser Health Region, Interior Health Region, Vancouver Coastal Health Region, Vancouver Island Health Region and BC Housing.

We would also like to thank our partners that help us throughout the year: Price Waterhouse Coopers; Sun Life Assurance Company of Canada; Servus Credit Union; Royal Bank of Canada; Reynolds Mirth Richards & Farmer LLP; all of our vendors, affiliated associations and fellow service providers for joining us on our journey.





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**For more information about The Good Samaritan Society please contact:**

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