



65 Years of
HEART & SOUL

Annual Report | 2013-2014



THE
GOOD
SAMARITAN
SOCIETY

65th Anniversary

1949-2014

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2013-2014 BOARD OF DIRECTORS

The Good Samaritan Society Board of Directors is a governance board. As such, the Board defines the organization’s mission and sets its strategic directions and priorities, but delegates responsibility for staff and the day-to-day management of activities to the President and CEO.

Norman Thompson	Chair, Kamloops, BC
Judy Wry	Vice Chair, Edmonton, AB
Dr. Joanne Stan	Secretary, Vancouver, BC
Dr. Jeanne Besner	Calgary, AB
Cliff Elle	Pincher Creek, AB
Rev. Alfred Maier	Sorrento, BC
Janet Molnar	Victoria, BC
Marvin Molzan	Rolly View, AB
Lillian Rusch	Osoyoos, BC
Rev. Kim Staus	Oliver, BC
Darryl Turner	Leduc, AB
Ken Zollner	Medicine Hat, AB

All governance decisions by the Board support the organization’s mission and vision and respect its values.

OUR MISSION

To extend Christian Hospitality through a continuum of care to those in need or at risk, regardless of race or religious belief.

OUR VISION

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

OUR VALUES

Healthy Relationships: In the 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.

EXECUTIVE COMMITTEE

The role of the Executive Committee is to deal with issues assigned to it by the Board of Directors, including matters requiring attention between Board meetings.

Norman Thompson - Chair

Judy Wry - Vice Chair

Dr. Joanne Stan - Secretary

FINANCE & AUDIT COMMITTEE

The role of the Finance and Audit Committee is to approve, monitor, evaluate, advise and make recommendations on financial matters affecting The Good Samaritan Society and its related entities.

Darryl Turner - Chair

Marvin Molzan

Rev. Kim Staus

Ken Zollner

Norman Thompson (ex officio)

GOVERNANCE COMMITTEE

The role of the Governance Committee is to advise and support the Board of Directors on matters of governance policy.

Marvin Molzan - Chair

Rev. Alfred Maier

Janet Molnar

Rev. Kim Staus

Norman Thompson (ex officio)

QUALITY & SAFETY COMMITTEE

The role of the Quality and Safety Committee is to assure the Board that policy and processes are in place to improve continuously the quality and safety of care and service across all programs and services. This will include promoting a culture of safety and a systematic approach to continuous improvement.

Dr. Jeanne Besner - Chair

Lillian Rusch

Darryl Turner

Dr. Joanne Stan (ex officio)



NORMAN THOMPSON, BOARD CHAIR



Greetings to The Good Samaritan Society's members on the 65th anniversary of the initial donation from Leduc farmer, Gottlieb Wedman. We have grown from our first facility in Edmonton to encompass many facilities located throughout Alberta and British Columbia. Since our first facility opened with 70 beds, we have expanded to serve more than 6,800 clients in our programs.

The past year has seen our President/CEO change hands from Carla Gregor to Shawn Terlson. We were sad to see Carla leave in May, after many years of faithful service to our organization. With change comes a time of renewed energy and direction, and Shawn has given us both. Shawn has focused on bed-side care and reduced our administrative overhead to be more in line with other health care organizations. This has resulted in the loss of many dedicated staff, but we are now headed in a sustainable direction for the future.

We have re-visited contracts with our funders and have received several favourable results in matching the contracted expenses required to give our clients the best care and attention that we can. There is more work to be done and in that vein, your Board and Management teams are preparing for the challenges that lie ahead.

We are working on new Strategic Directions to take us on a path of renewed energy and focus. We cannot do this work without the dedication of our volunteers, our staff, and our Board who give from their hearts to look after the people in our care and in our programs.

The past 65 years have been filled with the growth and the spreading of our Christian Service into new areas of servant leadership. We have grown in the number of facilities, geographic presence, number of staff and the variety of programs that we now deliver. We expect this growth to continue as we prepare for the next 65 years to carry out the faithful work of The Good Samaritan Society.

SHAWN TERLSON, PRESIDENT & CEO



Guided by the Mission, Vision and Values, the renewed Strategic Plan looks into the future, and outlines both our Strategic Directions and goals, and priorities and measures for the next five years (2014-2019).

The Strategic Directions for 2014-2019 are to:

1. Strive for quality of care and quality accommodations, and safety across our continuum of programs.
2. Attract and retain staff who are aligned and engaged.
3. Ensure diligent stewardship of our resources.
4. Advocate for quality of faith-based services.
5. Increase capacity for innovation, research and evaluation.
6. Initiate a new era of organizational growth and diversification to serve our mission.

The Strategic Plan will be reviewed and updated annually to reflect our changing context, service demands and needs, and to continue to ensure alignment with opportunities and expectations facing The Good Samaritan Society. This Plan guides the organization and supports its

evolution as our aging population and our clients with developmental disabilities change and grow.

Our progress towards achieving the Strategic Directions will be realized by integrating the concepts of a Good Governance Framework throughout the strategic planning process. Good operational governance is essential to a high-functioning organization. Accountability Agreements will be a key way The Good Samaritan Society ensures good operational governance.

Accountability Agreements ensure that all leaders in an organization clearly understand how their work (accountabilities) aligns with their peers, and how their work aligns with the organization's Mission, Vision and Values and Strategic Directions. As such, each member of the Operations Committee will, either directly or indirectly, contribute as part of their Accountability Agreement to the following priorities:

Cont'd on next page >

SHAWN TERLSON, PRESIDENT & CEO (CONT'D)

1. Facilitate the annual external audit of the financial statements, and work to resolve matters raised as outlined in the annual management letter for The Good Samaritan Society and Good Samaritan Canada.
2. Develop and implement a Financial Reporting Framework, which includes a Financial Operations Report, to provide quarterly information on the financial condition of The Good Samaritan Society.
3. Enable organizational change tracking to align our staffing model and administrative structure with funded and budgeted resources, and to enable a standardized management model across all sites.
4. Develop and implement a process to further align planning and budgeting processes.
5. Implement a Unified Communications System (including telephone and communications software) as a platform for integrated communications for all sites.
6. Develop a Project Management Framework that will be used for large projects.
7. Develop and implement an Enterprise Risk Management System that integrates risk assessment and reporting into strategic and operational processes and identifies who is accountable for risks should they arise.
8. Adapt and implement MEDITECH Healthcare Information Systems



- applications to support integration of business functions including materials management (purchasing and receiving), accounts payable, accounts receivable, general ledger, staff scheduling, payroll and benefits, and human resources.
9. Develop and implement standardized processes (Standard Operating Procedures) and regular reporting (Key Performance Indicators) for corporate and operational portfolios.
 10. Develop and implement a Procurement Management Framework.

11. Develop and implement a Capital Plan to sustain our facilities and environments.

As with the Strategic Plan, the Accountability Agreements will be reviewed and updated annually to reflect the changing context, service demands and needs, and to continue to ensure alignment with opportunities and expectations facing The Good Samaritan Society.

While this past year has not been without its challenges, we approach the upcoming year with a positive vision for the future. It is worth mentioning that over the past year The Good Samaritan Society has worked diligently to:

- Stabilize our organization financially by aligning our programs and corporate support to funding.

- Invest in our facilities and technology.
- Establish a direction on a safety culture.
- Set a direction to ensure quality of care and quality accommodations.
- Establish an accountable Strategic Leadership Team and Operations Committee that focuses on quality, efficiency and organizational goals.

When we reflect on our progress, we are confident that the achievements we have made as an organization over the last 6-12 months will guide us in our future success.

Together, our focus is to build a strong future for The Good Samaritan Society now that we have established the foundation and principles to become an efficient and effective organization poised to invest in quality care and quality accommodations.





Fleurette

“I am a true cowgirl.”

Resident
Good Samaritan Linden View
Taber, AB

Fleurette has been a resident at Good Samaritan Linden View in Taber since it opened in 2011. She came to us from Long Term Care with a love of horses and an excitement to decorate her room in western style.

Born in Powell River, BC in 1962, Fleurette remembers growing up in a 93-acre farm with her parents and two brothers. Fleurette started riding horses before she could walk. This love of horses took her from arena to arena at rodeos and different events participating in Barrel Racing, Team Penning, and Pole Bending. She is the proud champion of two buckles for Team Penning.

Fleurette was 38 years old when a tragic incident changed her life. As she was Team Penning, her horse tripped over a steer. The steer rolled over the horse as the horse kicked at the steer, but it made contact with Fleurette causing brain damage.

Fleurette was sent via STARS ambulance to the Foothills hospital. She was amazed at the speed in which they flew her at “130 miles per hour.” She remained in hospital for six weeks and was sent back home to rehabilitate. She had to re-learn how to walk, formulate words and speak, and cope with such an emotional experience.

“Some said it was my fault. It was an accident. I do not blame the horse at all. I loved that horse more than anything” as she smiles... “well after my husband and two children.”

Her husband Brad and daughter Christy have been a huge support to Fleurette. She continues to have a love and passion for horses and still rides today.

Throughout the year, Fleurette attends the Lethbridge Rainbow Riding Association once a week to ride. She also has her own quarter horse named Darby who is 8 years old. “He is very fast”, she laughs, “I am a true cowgirl, and I still party”.

Fleurette has given our rural facility a western flavor with her “yippee” and “yahoo” as she greets family and guests at the door.

I asked Fleurette if she could tell people one thing, what would it be? She responded, “I have been through a lot and I am still fighting to live the best country girl life ever.” At Good Samaritan Linden View, it really shows that she is a true cowgirl.



FUND DEVELOPMENT

As a charity, The Good Samaritan Society is committed to providing loving, compassionate care to those we serve and enhancing their quality of life by creating quality accommodations.

Over 65 years ago, The Good Samaritan Society received its first donation from Gottlieb Wedman, and since then, we have embraced and encouraged the spirit of philanthropy within the communities we serve, and within our organization.

Through the generous support of our donors which represent residents and clients, families, staff, volunteers, and the community at large, we have been able to purchase items such as wheelchair accessible buses, electric beds, medical equipment, recreation supplies, and much more. With these donations we are also able to implement special programming, provide entertainment, and create accommodations that provide comfort and joy to our residents and clients.



Your support and generosity was shown in many different ways this past year and we wish we could list all who made a difference in the lives of those we serve. Here are just a few mentions of those who donated:

- Estate of Lilly Irene Schmidt - \$200,000 for the Pastoral Care Endowment Fund.
- Estate of Adam E. Hahn - \$76,273.77 to support the transportation needs for Good Samaritan Vista Village in Pincher Creek.
- Light Up Your Life Society - \$32,365.25 for the purchase of specialized equipment at Good Samaritan Stony Plain Care Centre in Stony Plain.
- Winterburn Community League - \$16,500 towards the purchase of a wheelchair accessible bus and for enhancements to the courtyard at Good Samaritan Spruce Grove Centre in Spruce Grove.
- Husky Ram River Gas Plant - \$13,000 for the purchase of electric beds at Good Samaritan Clearwater Centre in Rocky Mountain House.



- Royal Alexandra Hospital Employees Charitable Fund - \$4,140 for the purchase of a new bathing lift for the comfort and safety of our residents and staff at Good Samaritan Mill Woods Centre in Edmonton.



Annually, The Good Samaritan Society has three major fundraising initiatives that help us to enhance the quality of life of our residents and individuals; the 2013 Christmas Appeal raised over \$134,000 to support our sites and programs as designated by each donor; the 21st Annual Spirit of Caring Golf Tournament was held on June 13, 2013 with the proceeds of \$87,000 supporting the Good Samaritan Southgate Care Centre and their project to create welcoming beverage and nourishment centers for residents and families to enjoy, and our 2013 Spring Appeal raised over \$15,000 in support of the Pastoral Care Endowment Fund. We are grateful for the generous support that we have received from all of our donors that have helped make these three major fundraising initiatives a huge success.

Many fundraising events were held throughout the year at our sites and programs such as garage and bake sales, carnivals and bazaars which help with site-based initiatives to purchase much-needed equipment and so much more.

These are ongoing until fundraising goals have been achieved. Some of these include:

- \$175,000 Buy-A-Bed Campaign at Good Shepherd Home in Wetaskiwin to purchase 64 new electric beds to promote safety and independence for our residents - total raised to date is over \$55,000 plus 11 beds received as gift in kind.
- \$85,000 Electric Bed Campaign at Clearwater Centre in Rocky Mountain House to purchase beds for our residents for their comfort and independence - total raised to date is over \$32,000.
- \$90,000 Raise the Roof Campaign at Good Samaritan Heron Grove in Vernon to develop the patio on the second floor for resident enjoyment - total raised to date is over \$8,500.
- \$59,000 Bus Campaign at Good Samaritan Spruce Grove Centre in Spruce Grove to purchase a new wheelchair accessible bus for resident outings - total raised to date is over \$28,000.

Thank you to all of our donors, volunteers and staff who have contributed to our many fundraising initiatives that are vital for the enhancement of the quality of life, comfort and independence of our residents and individuals.

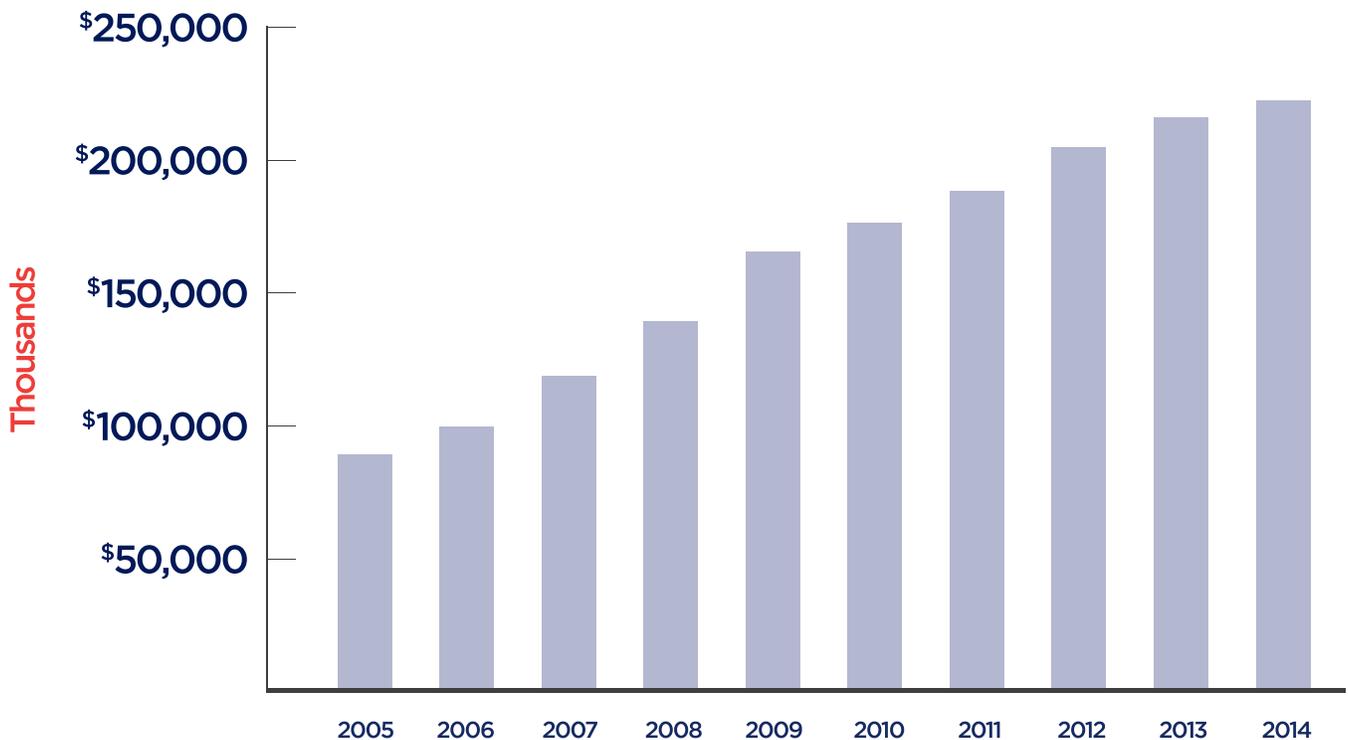


FINANCIAL SUMMARY

TOTAL REVENUE

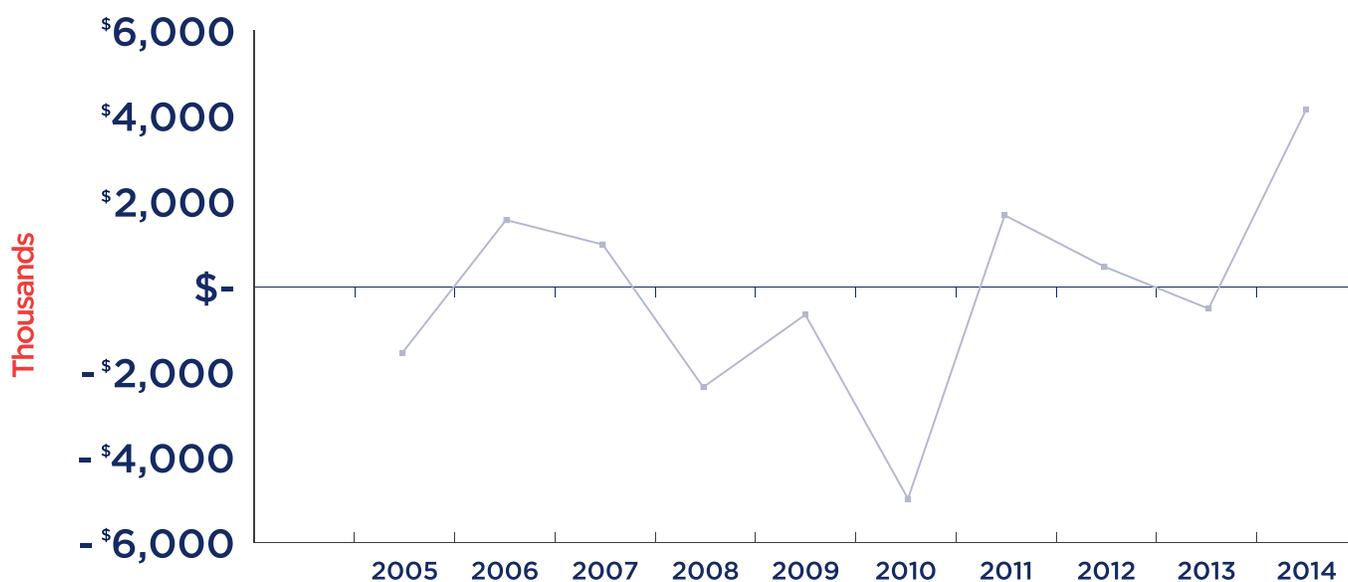
The revenue of The Good Samaritan Society has more than doubled in the last ten years mostly due to expansion into new communities, ending with the last new facility that opened in November 2011. The Society reported total revenue of \$222 million in 2013/14, a 3.0% increase from the previous year.

Since no capital growth is anticipated for 2014/15, revenue increases will be dependent on increased funding from the health authorities and increases to client accommodation fees, the sum of which is forecasted to be less than 3.0% of total revenue.



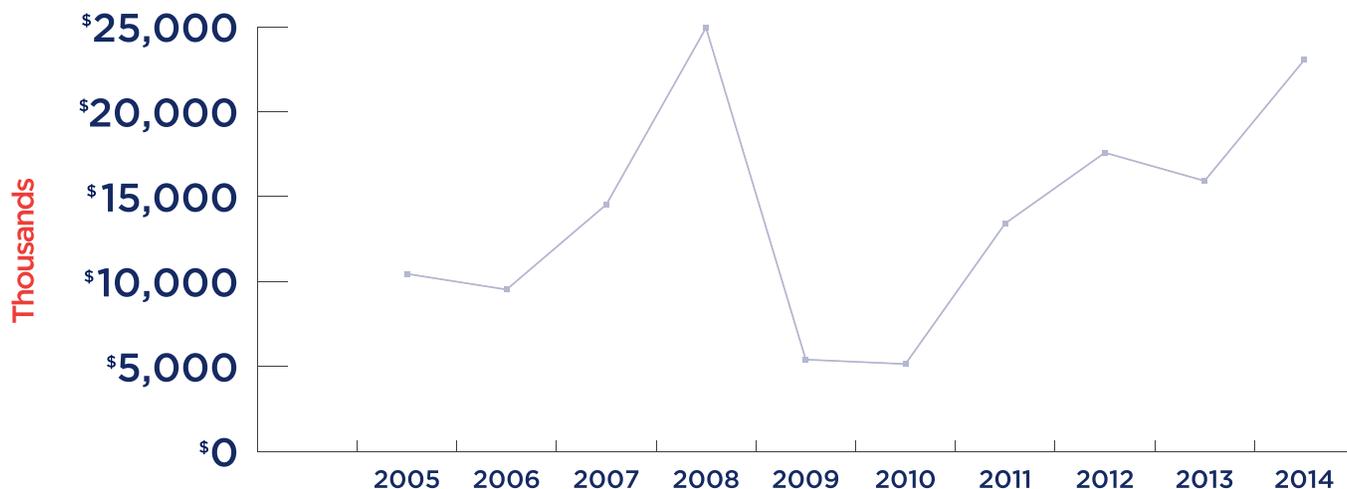
EXCESS OF REVENUE OVER EXPENSES

The Good Samaritan Society reported a surplus of \$4.1 million in 2013/14 versus a loss of (\$566,000) in 2012/13. A focused effort to increase efficiencies in accommodation and administration costs, combined with lower interest expense on long term debt, all contributed to The Society's improved financial performance. A surplus of \$4 million is budgeted for 2014/15.



CASH AND INVESTMENTS

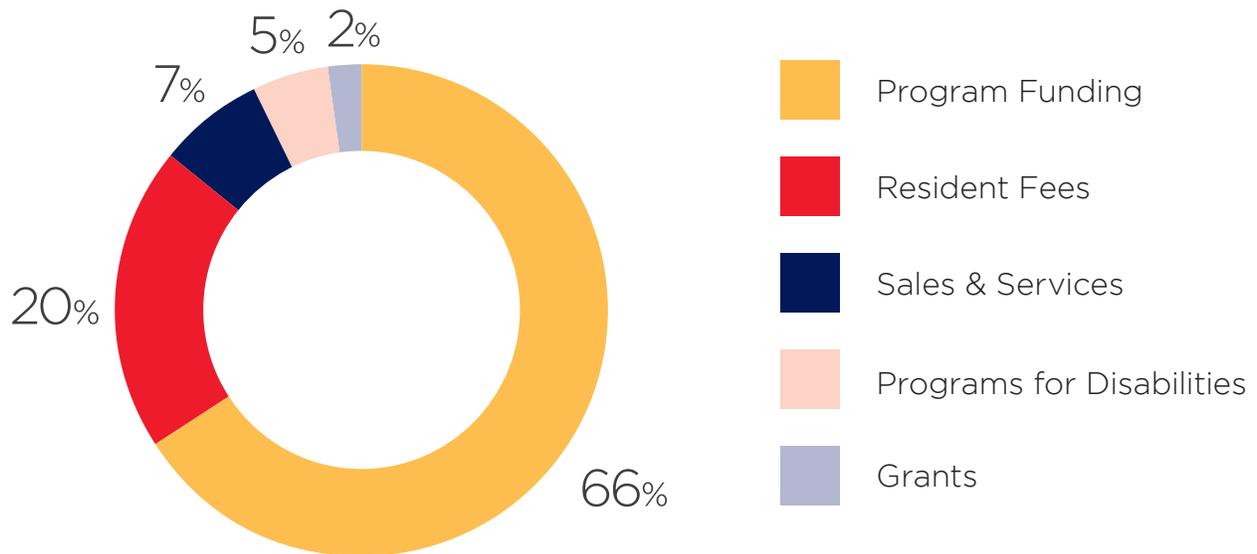
Reduced operating costs resulted in improved cash flow from operations. Total cash and investments increased by \$7.1 million in 2013/14 to a total of \$23 million.



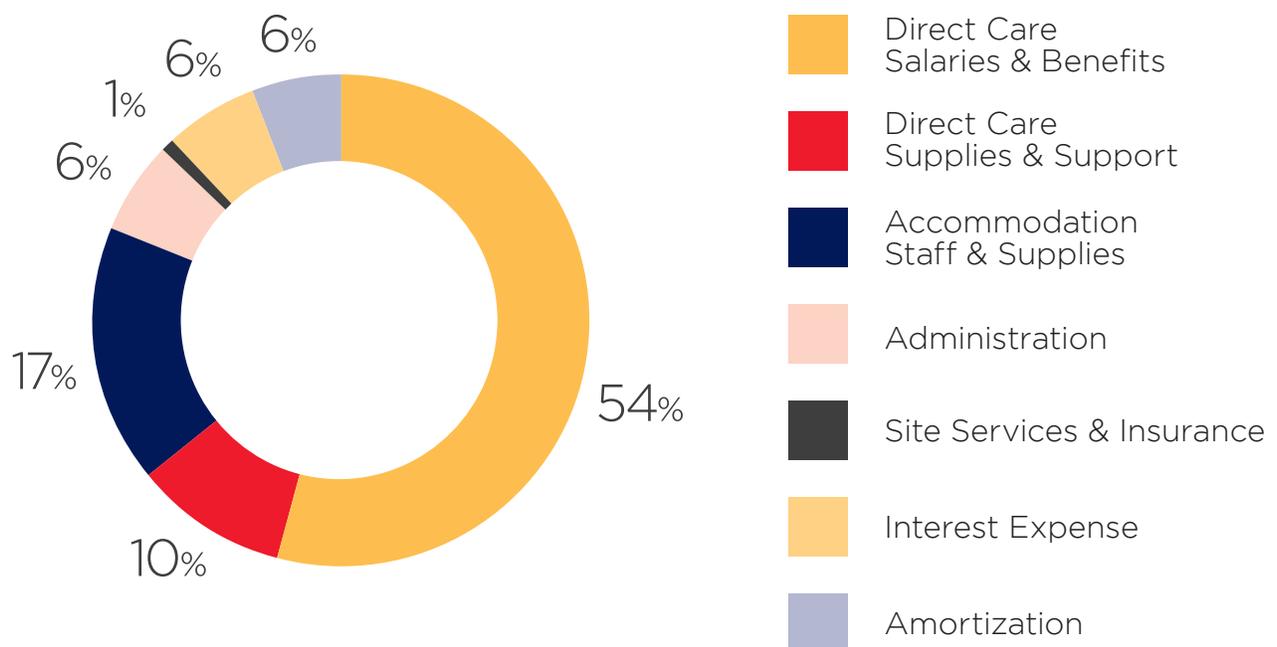
REVENUE & EXPENSES

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

2014 Sources of Funds



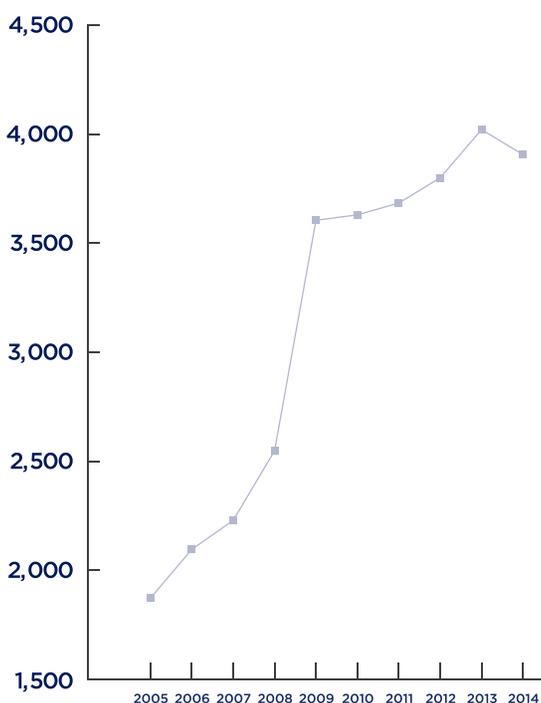
2014 Uses of Funds



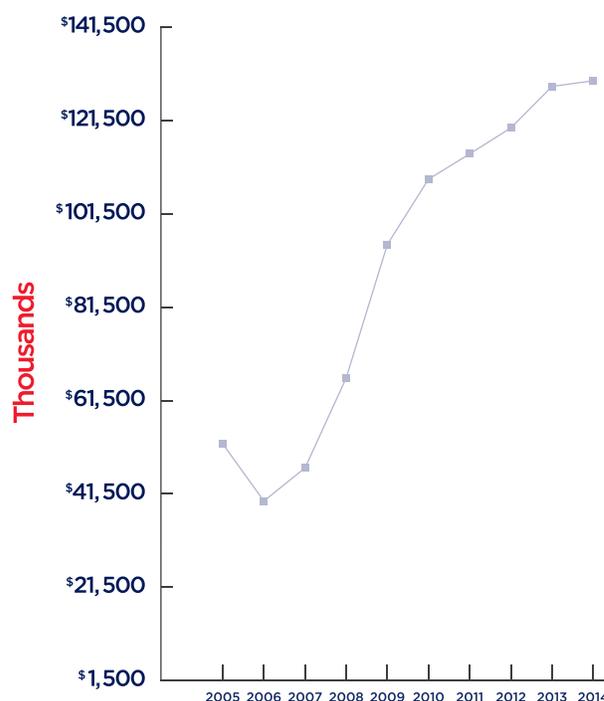
STAFFING

Employees are the key to the quality of the programs and services The Good Samaritan Society delivers, however, staffing levels must reflect funding realities. There was a reduction of 115 staffing positions in 2013/14. A total of 72 budgeted administrative positions were eliminated to align The Society's administration costs with industry averages. Direct care staffing reductions were also required in response to a reduction in The Society's funded care hours under Alberta Health Services Patient Care Based Funding model that provides care funding according to assessed clients' needs. Payroll costs were \$130 million for 2014/15, which includes \$1.2 million related to severance expense.

Number of Staff



Payroll Dollars



FINANCIAL INFORMATION - ADDITIONAL NOTES

The operations of The Good Samaritan 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 out 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.

Audited financial statements of either entity are available by calling Sindy Thompson at 780-431-3777.

Patti

“Every day is different.”

Recreation Therapist
Good Samaritan Southgate Care Centre
Edmonton, AB
40 Years of Service



I started with The Good Samaritan Society on October 24, 1974 at Mount Pleasant Care Centre. I was interviewed at 2:00 pm and started to work the next morning at 7:00 am. In those days we called it ‘the warm and breathing hire’. I worked as a Nursing Aide for 3 months, as I only had experience with disabled children. At that time, long-term care or nursing homes did not realize what a Recreation Therapist could do. My starting wage was \$2.37 an hour. Certainly in 1974 there was no orientation, human resources, or direct deposit, and the banks closed at 3:00 pm so many of the staff would cash their cheques at the Park Hotel on pay day.

During the 70s the residents needed a different level of care, and I remember that it was unusual to see a resident in a wheelchair. Another memory of Mount Pleasant Care Centre was the constant flooding during heavy rains. The staff had individual rubber boots lined up in the housekeeping room at all times just in case. On many summer nights the staff were called back to bail out the main floor.

I have vivid memories of certain residents; one in particular would always take my winter coat during the Christmas season and put it on the Mary and Joseph mannequins in the crèche that was in the courtyard, stating that they were colder than me.

I fondly remember the many weeklong trips to Camp He-Ho-Ha with the residents from Mount Pleasant and Southgate Care Centres. Some of the residents would hide our clothes, and we would find them hanging off the boat dock by the lake.

I also had the privilege of being married at Camp during one of those trips with the residents. We had the ceremony, reception, and dance with all the residents present. My husband went home after the wedding, and I stayed at Camp for 4 more days!

My days at Mount Pleasant Care Centre ended in 1994 when I transferred to Southgate Care Centre as the building was slated to close. The memories of staff



and residents from Mount Pleasant Care Centre still make me laugh and smile. Since I only lived half a block from where the care centre was, I climbed the fence one night and took one of the old bricks from the building when it was being demolished; it sits in my garden today.

When I first came to Southgate Care Centre in 1994, I was so scared. It was like starting all over, and I was the new kid on the block. It didn't take long before things fell into place and of course it was due to the many staff, residents and families that transferred to the site. Over the past 20 years at Southgate Care Centre, many things have changed: computers, MDS funding, staff reductions, etc. The one constant is the warm feeling or vibe you get when you walk through the doors.

The acuity level of the residents has increased in the past 40 years, but the feeling I get when I spend time with residents and families has not changed.



Many family members will ask me, “how can you work for 40 years with the residents?” and I always answer, “every day is different; it is about the glimmer I see in the residents’ eyes and the smile on their faces, the tapping of their toes during a music program, or a wave as I’m walking down the hall.” It is a privilege that the residents allow me to share their memories, sad or happy, for any length of time that they share. That is what brings me back to work every day.



VOLUNTEERS: EXCEPTIONAL PEOPLE, EXTRAORDINARY HEARTS

February 10, 1955 *“Nearly one hundred women, along with interested pastors, gathered in the basement of St. John’s Evangelical Lutheran Church... Rev. Arnold Wilke, the president of The Lutheran Home Society, had put forth the idea that a Women’s Auxiliary be formed for the new hospital. Women from nine city and ten country parishes attended..., the women voted to start an auxiliary for The Good Samaritan Hospital. Forty-nine women signed on as charter members.”*
-Excerpt from Living the Parable.

By May 1955 there were 72 members of the first Women’s Auxiliary.

The Good Samaritan Society relies on the dedication and commitment of our volunteers who give many hours of their time, talents and passion.

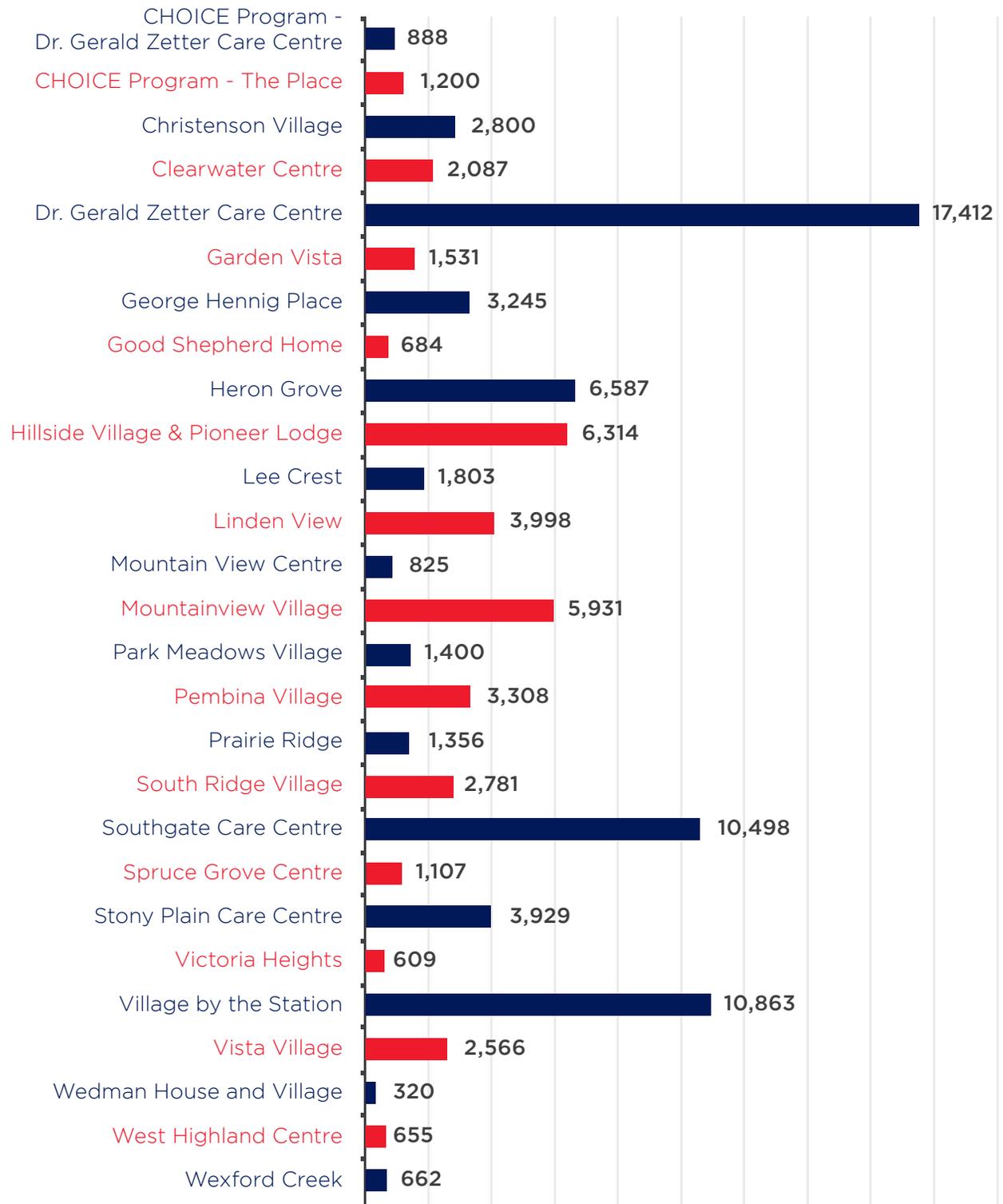
We are blessed with over 1,800 devoted and enthusiastic volunteers who every day lend a hand to achieving our mission and living our values. In the last year, our volunteers gave over 95,000 hours of their time!

Volunteers have always been an integral part of creating and nurturing community. At The Good Samaritan Society our volunteers organize and support recreation programs, special events, tuck shops, Loving Spoonful feeding program, Spiritual/Pastoral Care and much, much more.

We acknowledge and thank all of our dedicated volunteers who every day help The Good Samaritan Society provide life-enriching experiences to our residents and clients.



TOTAL VOLUNTEER HOURS BY SITE/PROGRAM



Brennah

Brightens her day by brightening someone else's

Volunteer

Good Samaritan Park Meadows Village

Lethbridge, AB

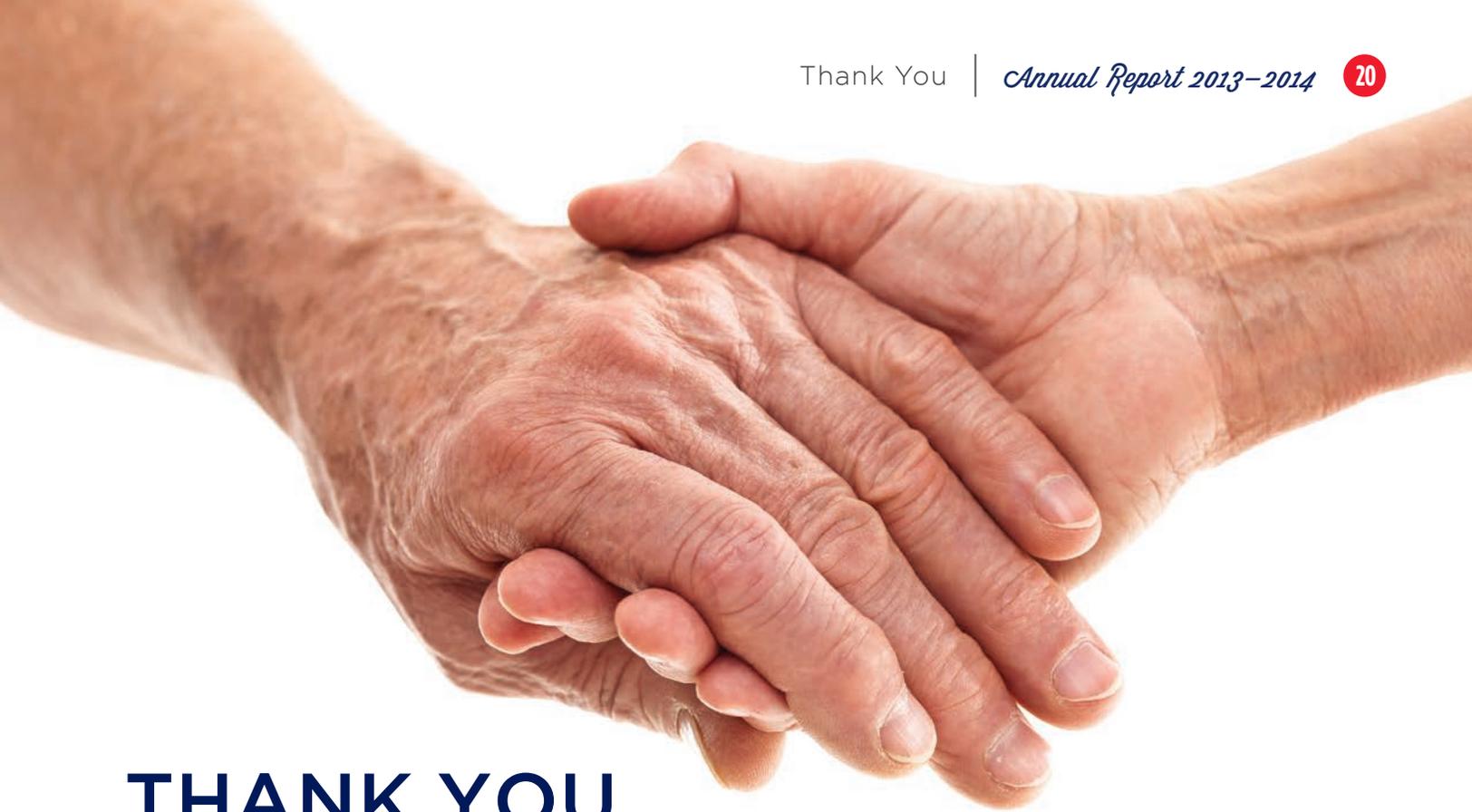
Brennah Bauman is a great example of a truly unique and special volunteer. This wonderful teen volunteer has been with Good Samaritan Park Meadows Village in Lethbridge, AB for 2 years and has volunteered over 70 hours. Brennah came to us when she was 14 and was a little on the shy side, but within two years she has become a confident individual who is ready and willing to take on new responsibilities.

For the past two years Brennah has helped with a variety of different activities including birthday parties, happy hour, ice cream socials, outings, and walking and visiting with residents. She has gone from being told what to do, to being a doer and looking for opportunities to help. Brennah now has the confidence to bring people from the cottages to programs in the main building and return them to their homes afterward. She always has a smile and is friendly and helpful whether working with the staff or the residents. In her own words, Brennah states that she has gained experience with people skills, has learned self-motivation, and has more self confidence.

She says she volunteers because she enjoys meeting new people, helping out, and she brightens her own day by brightening someone else's.

Volunteer Lethbridge recognizes the youth of the community, and for the past two years Brennah has been honored with a Leaders of Tomorrow certificate. By volunteering with our residents, she has gained leadership skills and confidence taking initiative which has helped her with employment. She says she will continue volunteering because she loves to be with the people at Good Samaritan Park Meadows Village.





THANK YOU

The Good Samaritan Society is a leader in providing quality care and accommodations in Alberta and British Columbia. This can only be achieved through the dedication and service of all our staff, volunteers and medical staff. We thank all of you for your ongoing commitment and hard work in helping us achieve our mission of providing Christian hospitality to those in our care.

Thank you to all of our donors and sponsors for your ongoing support. We greatly appreciate your generous contributions and your investment to enhancing the lives of our residents and clients.

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

Our success as an organization is made possible through the nurturing of healthy relationships with all of our partners including the Government of Alberta and of British Columbia, Alberta Health Services, our partners in British Columbia: Fraser Health Region, Interior Health Region, Vancouver Coastal Health Region, Vancouver Island Health Region and BC Housing, and the Edmonton Persons with Developmental Disabilities Board.

Our appreciation goes out to our partners that help us throughout the year: PricewaterhouseCoopers, 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.

Thank you for joining us on our journey of care.

For more information about
The Good Samaritan Society please contact:

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