



2016
Annual Report

Year In Review



2016 - ADMIRABLE ACCOMPLISHMENTS, EXCITING PLANS!

By Renée Anderson, President

As you read the following pages you will find 2016 was once again a busy and productive year at Saint John's On The Lake. We are fortunate to have a dedicated Board of Directors and a strong leadership team both of whom are committed to serving our residents and supporting our employees. Their passion is evident in the day-to-day leadership of this organization, the accomplishments of the past year and the plans for the future.

Hard work, attention to detail and a focus on our relationships have translated to strong occupancy, solid financial performance and a robust waitlist. These measures of success enable us to consider future opportunities to do more, better.

Early in the year as the Board contemplated our next steps, it was unanimously agreed we need to re-create the care neighborhoods to better respond to the needs and desires of our oldest and most frail residents. As such, much of 2016 was spent working with architects, an environmental gerontologist and our financial advisors to determine what is possible given our site and what can we accomplish without eroding the financial security we enjoy. Ultimately we determined we can increase the footprint of the care neighborhoods by building on the employee parking lot. The addition of apartments in a third tower will provide the new revenue necessary for financial viability. These plans were shared with residents, families and employees in October with an invitation to participate in focus groups to guide the advancement of the design.

As we announced the project plans, residents and employees alike expressed concern that a development of this magnitude might detract attention from day-to-day operations. The scope of the undertaking is daunting, and the amount of work can at times be overwhelming, but we must not lose focus on our primary objectives of excellence and innovation. Now, more than ever, attention to quality is critical; in 2017 we are concentrating on improvement processes. From supplemental employee training to state-of-the art software and systems, efforts are underway in all departments to ensure continued resident satisfaction.

I want to thank the Board, the leadership team and all of the employees for their unwavering commitment to our residents. I am proud to work with each and every one of them. I am further grateful to the residents of Saint John's for pushing us to greater heights and for their partnership in the achievement of those dreams. Without their influence, involvement and resources, none of this would be possible.

With Deep Appreciation,

A handwritten signature in black ink that reads "Renée E. Anderson". The signature is written in a fluid, cursive style with a large, prominent initial "R".

Renée E. Anderson
President & CEO

Sales and Marketing

SALES AND MARKETING – A TEAM APPROACH By Luci Klebar, Director of Sales and Marketing

“The nice thing about teamwork is that you always have others on your side.”
–Margaret Carty



Residents have asked us what we do all day now that we are “full.” Being fully occupied is kind of like eating. We’re full after dinner, but that doesn’t keep us from eating breakfast in the morning. Life happens, things change, peoples’ health changes. So two of the issues the team worked on in 2016 are referrals and reputation management. Maintaining awareness about Saint John’s, and busting myths about living in an older adult community is part of the responsibility of the Marketing Department. We communicate to the greater Milwaukee community how Saint John’s is different and why it’s a great place to live, work and visit. Of the 18 families who moved in last year, 14 were referrals, 3 had received a direct mail piece and 2 were eastsiders, long familiar with us before becoming Shore Holder’s Club Members and ultimately moving in. The last person had a great rehab experience here years ago and knew it was where she wanted to live when she was ready to move! To make all of this happen, Beth and I completed 1,035 phone calls to prospective residents, met with 344 families, and added 40 Shore Holders to the Waiting List Program in 2016. Maggie helped 18 families customize their apartment and move in. She also completed several apartment refreshes.

The Marketing team worked with John George, Administrator, and Social Workers Paul MacSwain and Susan Kopesky to assist nine future residents in moving from their homes to one of our care neighborhoods. We know it isn’t just about the numbers. All business is personal; it is about the relationships we forge with each other.

Lori McGinnis seized every opportunity for new photos to design fresh ads and compliment internal publications. Last May, she and I collaborated with Donna Spars and the project team from the Milwaukee Museum Mile Consortium to promote the first Plein Air juried art exhibit and sale on the eastside with both print and public radio sponsorship. With help from residents, the Marketing Team hosted two exclusive Shore Holder’s Club events this past year, “Advanced Style” in April and a Summer Apartment Open House in August as a mixer to help Shore Holders not only see apartments but have the chance to meet and mingle with other residents. Events like these allow Shore Holders to feel welcome and build excitement about moving in.

In September we implemented new technology, the “True View Experience.” Virtual reality tours of the campus and key apartment styles premiered at our 4th DOORS OPEN Saint John’s. More than 150 visitors could “tour” an apartment while waiting in the lobby for their tour guide. Saint John’s upped our social media game in 2016 by using LinkedIn for recruitment and posting weekly on Facebook. The Resident and Staff Directories are a collaborative effort between Lori and Nicole. So much of our work is in support of other departments or residents, like our *LIFE* newsletter.



On the Cover:

Resident Judy Moburg frequently takes to the paths in the neighborhood and pedals to the lakefront. She is often accompanied by her two grandsons, Isaac and Solomon.

I am always proud to reflect on what the Marketing team has accomplished in a given year—we are small but mighty, with varied talents and skills across our team. We know that we don’t do this work alone. Sometimes it is an “elevator moment” when a prospective resident or Shore Holder hears from a resident what they love about living at Saint John’s that “seals the deal.”

It is with the help of facilities management who keep our campus looking beautiful, residents who graciously allow us to show their apartment and help us with events, and the catering teams who make events special for our guests, that we are successful.

LifeStreams



LIFESTREAMS OPPORTUNITIES ABOUND!

By Donna Spars, Vice President and Director of LifeStreams

There were many opportunities in all six dimensions of wellness offered to residents throughout the community in 2016 including 3000+ special or regularly scheduled events by the Tower staff, many in collaboration with residents, and 2500+ special or regularly scheduled events by the Care Neighborhood staff. And much of the story of LifeStreams in 2016 was one of new projects, assuming leadership roles, involvement in the greater Milwaukee community and recognition.

One of the Tower projects offered advance care planning based on the nationally recognized Gundersen Health System model "Respecting Choices." This research-based model trains facilitators to lead conversations between an individual and their health care agent about health decisions but also provides an opportunity to define what a good death means to them. These documented conversations have been found to be comforting to both the individual and their agent. Chaplain Jana Troutman-Miller and social workers Paul MacSwain and Susan Kopesky received training in this method. The method was introduced at a series on advance planning in May, and will be repeated in September 2017.

The care neighborhood staff developed and trained resident assistants on the use of individualized engagement kits to help redirect their attention when residents living with dementia are upset. These kits are also used by residents' friends and family to help make for a meaningful visit.

Angela Crimmings, LifeStreams Coordinator in the care neighborhoods, recognized several years ago that many of the residents, particularly those living in Windsor and Stratford, needed one-on-one time rather than group experiences. More opportunities in the neighborhoods in the evenings and on the weekends would also help meet their emotional, social, intellectual and spiritual needs. The addition of Jessy Hewitt, LifeStreams Specialist, who works evenings and weekends, and Kira Wermuth, exercise physiologist, made this possible.

The first annual Art in the City Plein Air painting competition debuted in May with Saint John's as the central location for the event. Donna Spars, Kate Steinbach and many other employees worked on this



event in collaboration with our Milwaukee Museum Mile partners – Jewish Museum Milwaukee, Charles Allis/Villa Terrace and the North Point Lighthouse. This event was designed to bring attention to these smaller museum jewels on the eastside of Milwaukee. The inaugural event brought 65 plein air painters from as far away as Missouri who submitted 179 pieces after 5 days of painting. The Soirée opening was attended by over 300 people and \$5,000 in prizes were awarded. The painters were delighted with the event, attendance was good and sales were considered quite high for a first event so the second plein air competition will occur in May 2017.

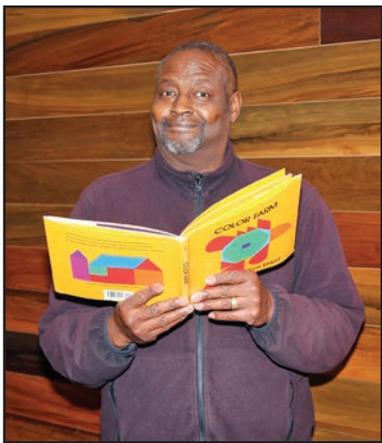
LifeStreams

Donna, along with Kim Williams-White, Staff Development Coordinator, became trained Crucial Conversations facilitators. Crucial Conversations is a research-based program that involves teaching individuals how to have respectful conversations that lead to results in challenging situations. The management staff was trained in 2016 with two additional groups of employees scheduled for training in 2017.

And finally, all of the LifeStreams staff has been involved in planning for common room needs in the potential new/renovated care neighborhoods and Third Tower.

In terms of leadership roles, Dodie Novak agreed to chair the new employee wellness committee. The committee surveyed employees in 2016 to assess their priorities. Since then all of the opportunities offered have been based on the survey results. Chaplain Jana, a longtime board member of the national Association of Professional Chaplains, became the chair of the chaplain certification committee. Donna Spars became the co-chair of the Advisory Board for James Madison High School and Angela Crimmings is also a Board member. The Board is responsible to find speakers, project support teams, field trip locations and internships to help prepare interested students for careers in health care or finance. Anne Luther, LifeStreams Specialist, care neighborhoods, became the president of the Milwaukee Area Activity Professionals organization.

In terms of greater community support, Angela arranged for Saint John's to become a Goodwill work training site for two young men. She and the care neighborhood residents starting making Tank's Tasty Treats dog biscuits (sold in our Bistro) to benefit the Alzheimer's Association and animal shelters. And, working with the Social Accountability Committee, Angie set up a giving tree with requests for Christmas gifts for residents of Arlington Court, a nearby affordable housing apartment community.



And, last but not least, one employee and the organization and residents of Saint John's were recognized in 2016. William Tipton, driver, received a Black Excellence award for his extensive volunteerism in Milwaukee Public Schools as well as with Saint John's partner Our Next Generation.

The Bader School of Social Welfare at the University of Wisconsin – Milwaukee named Saint John's Agency of the Year for the staff and residents' work in helping to develop and teach the UW-Milwaukee class "Aged to Perfection" which is designed to attract undergraduates to careers working with older adults. The class filled quickly in 2016 with more residents participating and we look forward to a third offering of this valuable partnership in fall 2017.

The Milwaukee Ballet in Our Cultural Arts Center



Nursing Services



NURSING – SERVICE ENHANCEMENT CONTINUES

By Mary Milliren, Director of Clinical Services

The exciting work begun in late 2015 was carried forward into 2016 as nursing continued to enhance services available to our residents wherever they may be along our continuum of care.

Early in 2016 we initiated recruitment efforts to hire our first Nurse Practitioner. It was challenging to find the right candidate – someone with the necessary clinical expertise and the style that would be a great fit for Saint John’s. In May, we were very pleased to welcome Elizabeth “Beth” Sharpee to our team. Beth is an Advance Practice Nurse Prescriber (APNP) with a clinical focus in Primary Care and Gerontology. Having a Nurse Practitioner on staff in a senior living community is unique and Beth has clearly enhanced the level of care and service provided to our residents. Since being introduced and acclimating, Beth has found her walk-in clinic hours to be quite busy. Many of the services Beth provides could be billed to Medicare provided that our Medical Resource Clinic (MRC) is appropriately certified. So, in September, Saint John’s began the process of obtaining Medicare certification and in December, we were informed that our efforts were successful.

Another significant change in 2016 was the implementation of a Restorative Nursing Program for residents who reside in Windsor and Stratford Courts. The goals of Restorative Nursing are to assist a resident to achieve and maintain optimal physical, mental, and psychosocial functioning and promote a resident’s ability to live as independently and safely as possible. Residents are evaluated by a Physical Therapist who develops a plan that is carried out by our Resident Assistants. Since implementation in June, an average of 10-12 residents per month are active in this program.

Canterbury Court was very busy in 2016 and often had a waiting list of residents who would benefit from a more structured day and the ability to partake in nutritious meals. While residents wait for Canterbury, Concierge Services staff has stepped in to provide those residents with the care they need.

Nursing continually strives to improve the quality of care and service available to our residents. The nursing leadership team communicates daily, collaborates regarding transition planning and assures our residents and their families that their needs are at the core of all that we do. We continually offer residents and their families 1:1 education, present topics of interest at Q&A sessions facilitated by the Saint John’s Health Committee and, in 2016, we provided 92 Tower residents with the flu vaccine. We look forward to continuing to serve our residents to assure them that ongoing health needs are met.



Saint John’s Nurse Residency Program Celebrated One-Year Mark!

The purpose of the program is to mentor new nurses by partnering them with an experienced nurse. Mentors serve as a resource for new nurses. The program offers a scheduled time to connect, discuss challenges and celebrate successes.

Saint John’s is unique – Nurse Residency Programs are very rare in long-term care organizations.

Pictured left to right: Sheryl Kress-Griffin, Debra Pawlak (mentor), Janine Ghelfi, Kim Williams-White (mentor), Anilisa McDonald (mentor), Dawn Bork, and Mary Milliren (mentor).

Care Neighborhoods



CARE NEIGHBORHOODS EVOLVE TO MEET CHANGING EXPECTATIONS By John George, Health Care Administrator

In 2016 Saint John's hired our first MDS Coordinator, Ronnie Urban. Ronnie is a registered nurse who comes to Saint John's with a number of years of experience in long-term care. The Minimum Data Set (MDS) is a standardized form with

over 500 questions. It is the primary screening and assessment tool which forms the foundation of the comprehensive assessment for all residents in long-term care. It requires input largely from Nursing but also Activities, Rehab, Social Service and Dining.

The MDS serves many functions from directing care, to assessing quality data, guiding the State Survey and determining Medicare and Medicaid reimbursement. As technology has evolved, much of this data is posted on the internet for consumers to use to select a place to live. Accuracy of the MDS is vital to Saint John's on many levels, and it is time consuming to complete. Ronnie was hired to ensure we receive credit for the work we are doing and to free other nurses to work more directly with residents, families and staff.

Another key reason Ronnie was hired was to develop and implement a Restorative Nursing Program. This program allows rehab to be completed much more quickly, minimizing Medicare dollars. Independence achieved as a result of rehab is maintained through the support of certified nursing assistants.

Some examples of Restorative Nursing are walking from a resident's room to the dining room for meals with a nursing assistant who accompanies the resident for cuing and safety, active and passive range of motion, training and guidance for transferring from the bed or wheelchair, and cuing for self-grooming. This program is still in its early stages with just over 20% of our residents participating daily in one of the many areas.

Much of the year was spent researching best practices and understanding developments in long-term care that could influence the redesign of the care neighborhoods, work that will continue into 2017 as plans begin to take shape.

We also spent considerable time exploring a new nurse call system to replace our now obsolete software. Our goal is to maintain a system free of the noise and lights associated with a traditional, institutional system while giving residents the assurance that the call they placed was transmitted and received. Additional criteria include a system which enables us to easily track calls and call length, and one which improves communication among the nursing team. As of year-end several systems were under consideration with further vetting to occur prior to a final decision.

Lastly, in 2016 we began to evaluate the feasibility of replacing our electronic health record with a more user-friendly software that bridges care services from concierge service through skilled nursing.

RESIDENT PROFILES AS OF DECEMBER 31, 2016

TOWER APARTMENTS	
Residents Served	244
Men	12%
Women	46%
Couples	42%
Number of Apts	201
Average Occupancy	96%

WINDSOR & STRATFORD COURTS	
Residents Served	49
Men	49%
Women	51%
Number of Rooms	50
Days of Care	16,709
Average Occupancy	93%

CANTERBURY COURT	
Residents Served	24
Men	17%
Women	83%
Number of Rooms	24
Average Occupancy	94%

Dining Services

DINING SERVICES ACHIEVE NEW HOSPITALITY

By John Yonkee, Director of Dining and Hospitality



In March 2016 Andy Kubacki, long-time Saint John's employee, was promoted to Executive Chef assuming responsibility for culinary services across campus including production, menus and ordering. Although Andy prefers not to be in the limelight, he has been instrumental in transforming dining at Saint John's.

In April 2016 we welcomed Dell Mercado as the Coordinator for Taylor's and Catering. Dell put her extensive experience immediately to work enhancing service in Taylor's and streamlining catering. She has implemented new policies and procedures which significantly improved coordination and scheduling of catered events, introduced communication boards and continually drives home the importance of consistency.

This past spring, we partnered with Milwaukee Catholic Home's Clare Gardens to introduce locally grown fresh produce delivered to our door twice a week. Clare Gardens also removes and composts our raw food waste for free!

We had the busiest winter holiday season on record in terms of the sheer number of events and attendance at those events. Dell and Andy worked very hard on service excellence with not only the servers but also the culinary team. In 2016, we hosted several specialty night dinners with various themes to create new and exciting experiences in Taylor's.

Windsor, Stratford and Canterbury have benefitted from the presence of a chef in each neighborhood on a weekly basis. In addition, homemakers are preparing more items in each neighborhood's kitchen including made to order vegetables and a weekly home-cooked crock pot meal.

In 2016, The Bistro introduced dinner specials three days a week prepared to order by Chef Darvell Ecford giving residents who enjoy the atmosphere of the Bistro an opportunity to experience a higher quality entrée. The Bistro team is dedicated to improving resident satisfaction and continuing to identify opportunities for improvement of both quality of food and service delivery.

We look forward to continuing to exceed your expectations every day with a constant focus on service excellence while improving not only resident satisfaction but also the satisfaction of our team members.



Human Resources

HUMAN RESOURCES COMMITS TO EMPLOYEE DEVELOPMENT

By Kim Huntley, Director of Human Resources

Workforce

Saint John's employed an average of 216 employees in 2016; 157 of the employees were full-time or part-time while 59 employees were pool or on-call status.

Recruiting

- Received and processed 3,486 applications, roughly 1,000 more than 2015
- Hired 71 new employees
- Promoted/transferred 45 employees

Performance Management

In 2016, we implemented a new employee review process. All employees working at least 42 hours in a calendar quarter received a performance review meaning most employees received four performance evaluations in 2016. The intent is to create an opportunity for supervisors and employees to formally talk about performance more frequently and to encourage employees to take a more active role in their own career development.

Each employee is evaluated on Person Centered Care/Relationships, Communication/Respect, Teamwork/Collaboration, and Quality of Work/Specific Responsibilities. Points are earned for each category; points translate to a performance based bonus.

Training

Enhancing our commitment to continuous learning we increased our overall employee education dollars by \$34,000 to a total of \$104,000 in 2016. We focused on supervisory training utilizing several outside speakers in addition to supporting Donna Spars and Kim Williams White to become facilitators in Crucial Conversations. They, in turn, trained most of the supervisors on this invaluable skill.

We continued our commitment to higher education, reimbursing 14 employees for successfully completing 24 semesters of education in pursuit of degrees to advance their careers at Saint John's.

New Addition to HR

In August, we welcomed Richelle Snyder to Saint John's. Richelle is assisting both HR and Finance by taking over the payroll processing and benefit administration. She is very interested in employee wellness so she and Dodie from LifeStreams have teamed to initiate a robust wellness program.



Top Photo: Staff celebrated Saint John's 148th Anniversary with a cookout on the Plaza on a beautiful day in June.

Bottom Photo: Twenty staff members attended the Employee Recognition Ceremony where we celebrate the tenure of our team.

Community



The Episcopal
Diocese
of Milwaukee



Saint John's On The Lake is committed to serving older adults in the community as well as on campus. Outreach efforts impact individuals directly, such as the SPARK! Program, and indirectly via sponsorships of organizations like the Alzheimer's Association. Much of our effort is future-focused as we seek to develop a workforce trained to work on behalf of our aging population.

We are proud of our employees' commitment to service and grateful for the support of our residents and Board as we seek to create meaningful experiences and leave a lasting impact.

EFFORT BY AREA OF FOCUS

Charitable Care

In 2016, Saint John's provided health care and housing to individuals who have exhausted their personal resources totaling \$103,000. Further, we participated in the Medicaid program which reimburses Saint John's for care in skilled nursing at a rate far below the actual direct cost of providing that care. Last year, the difference between our cost and reimbursement was \$409,000.

Preparation of a Workforce Trained to Serve Older Adults

Thirty-seven nursing, social work and exercise physiology students from four different colleges, universities and technical schools completed internships, clinical rotations and practicums on our campus, totaling 1,974 hours of education under the supervision or joint oversight of Saint John's staff. It is our hope that these students received not only a valuable hands-on learning experience but that their involvement with our residents will influence their opinions about aging, helping to break down negative stereotypes. Myth-busting continued in Aged to Perfection's second semester with 20 students enrolled in the course now required to receive an Undergraduate Certificate in Healthy Aging. This collaboration of UWM, residents and staff meets weekly each fall at Saint John's. Co-taught by residents, the course has been life-changing for all involved.

Saint John's encourages staff to share their gifts and talents assisting in the development of a future workforce with the skills and passion to serve older adults. Saint John's President, Renée Anderson, functions as a coach for the state association's leadership academy. Twenty participants working in various roles in senior living organizations across the state gather 4 times during the 9 month program. Each two day meeting, held at a member site, consists of interactive learning, tours, panel discussions and book reviews. Vice President Donna Spars and LifeStreams Coordinator Angela Crimmings, serve on a committee and the Board of Directors, respectively, of James Madison High Schools' Academy of Health Sciences. The school, at 81st and Florist, offers students a focused learning experience coupled with an internship with the goal of graduates proceeding immediately to the workforce. This is the first time Saint John's has employed high school students, so we are learning along with them!



Impact

In addition to providing our employees with a thorough 2-day orientation to Saint John's, a tailored departmental onboarding, mentors, role-specific training and required inservices, we support those individuals who are pursuing continuing education that supports their advancement in the field of senior living. In 2016, 14 employees participated in our Tuition Reimbursement program receiving credit for successfully completing 24 semesters of coursework.

Support of Dementia Education, Research and those living with Dementia

Saint John's supports the Alzheimer's Association through sponsorship of events including the annual Alzheimer's Walk. Last September, a team of 20 hardy residents, Board Members and staff joined 1,400 other walkers who endured cold rain to complete the 2-mile loop in Waukesha.

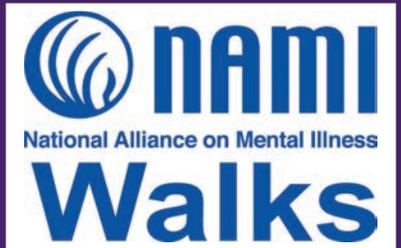
SPARK! is a multi-sensory creative engagement program for people with memory loss. Monthly, Angela Crimmings and the LifeStreams team host The SPARK! Program connects museums with local partners in healthy aging providing an opportunity for those with dementia and their caregivers to enjoy art and artifacts in a comfortable setting. Each month, Saint John's Museum of Wisconsin Art On The Lake hosts SPARK! for people who live in the greater Milwaukee Community providing an opportunity for those with memory loss to enjoy art in a welcoming and stimulating environment.

Support of the Basic Health Needs of Older Adults in the Community

The vast majority of older adults chose to live not in a retirement community, but in their own homes, often facing the challenges of aging alone. Saint John's supports a variety of organizations that provide care and services to address health changes often associated with growing older. In 2016, our Foundation granted Audio-Braille Literacy Enhancement, Center for Deaf-Blind, the Eye Institute and Vision Forward each \$2,050 to pursue their missions. Direct financial support was also provided to Eastside Senior Services, the National Alliance on Mental Illness, SET Ministry and Sojourner Family Peace Center. Additionally, the Milwaukee County Commission for Persons with Disabilities holds monthly meetings at Saint John's.

Beyond these four core initiatives, community outreach occurred in the form of sponsorship of the Milwaukee Black Excellence Awards, The Milwaukee Film Festival and The Episcopal Diocese of Milwaukee's Haiti Project. Saint John's, along with our Museum Mile Partners, hosted Milwaukee's first Plein Air painting competition in 2016. Further, we annually conduct a joint resident and employee Unity Way fundraising drive.

Community outreach is essential to the health of Milwaukee; Saint John's is proud of our contribution and committed to extending our impact.



Our Beautiful Campus



FACILITIES MANAGEMENT RESTRUCTURE AND RETOOLS

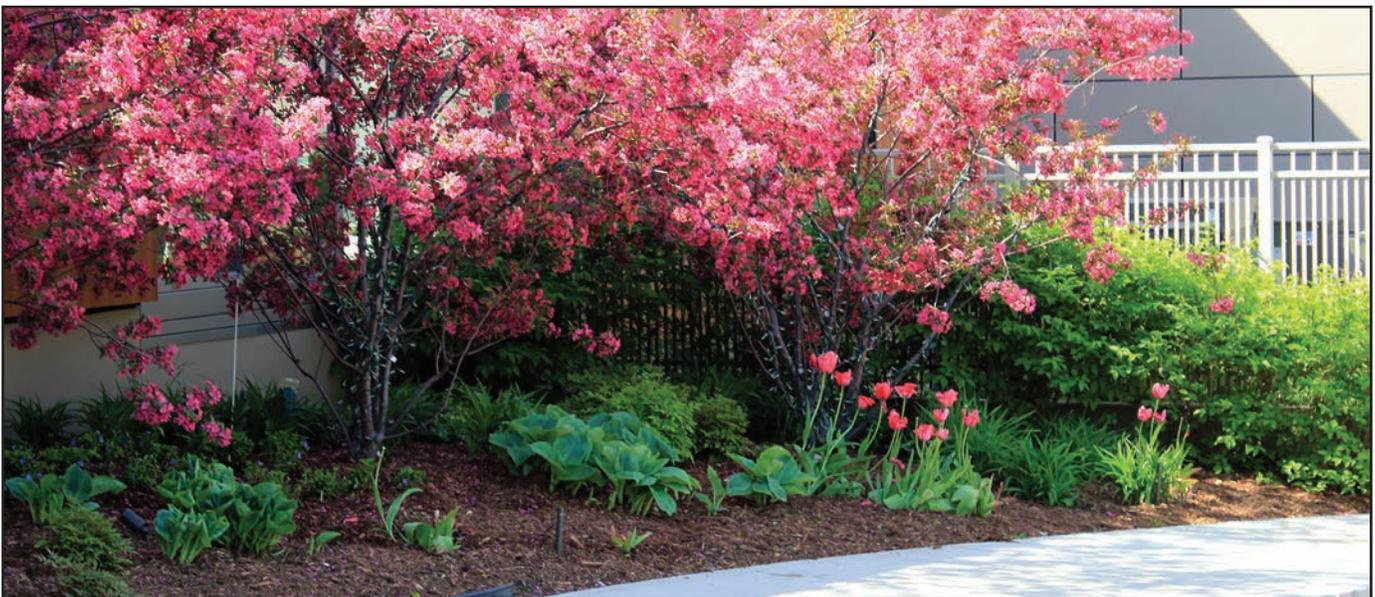
By Mike Lingle, Director of Facilities

A significant organizational restructuring took place at Saint John's in 2016. The Director of Facilities position was re-established and I had the privilege of stepping into the role on December 1. Engineering Services, Housekeeping and Information Technology (IT) are now aligned under the umbrella of Facilities Management. The Director of Facilities position provides support, oversight and strategic direction to these three departments. Department managers Tom DuPree, Duane Kaufmann and Michael Meekma continue to direct day-to-day operations in their respective areas. This restructuring positions Saint John's for success as campus expansion looms in the near future.

Alan Kelnhofer was hired for the newly created position of Groundskeeper in April 2016. Alan fulfills his regular duties in concert with guidance from the Garden & Landscape committee. Saturday mornings typically find committee members working the beautiful Saint John's gardens with Alan scurrying to provide support wherever and however needed. In the winter, Alan is often operating the skid steer to keep the parking lots, driveways and sidewalks clear of snow and salted for resident and staff safety. Alan's work ethic, positive attitude and discretion have earned him a solid and favorable reputation with the residents at Saint John's.

Significant facility projects completed in 2016 include the re-working of the chapel courtyard landscaping with eye popping results! A resident workshop was established and houses a wide assortment of resident-donated wood working and metal working tools. North Tower residents saw the installation of new storage lockers. Other work included the conclusion of the lower level renovations, a sound reducing wall for the north chiller, South Tower dryer duct adjustments and cleaning, installation of additional security cameras and IT infrastructure upgrades.

In total, 15,185 work orders were completed by Facilities Management in 2016. This was an increase of 12% over the year prior. Beyond work orders are hundreds of set ups, unquantifiable acts of assistance and scores of recurring housekeeping tasks that take place each and every year without end. The ES team provides 24/7 coverage with a staff of 12. Housekeeping also utilizes 12 individuals while IT is a staff of 1. We have a fantastic team working to meet the facility-related needs for the residents and staff of Saint John's On The Lake and I am proud to join them in their efforts.



Living In Community



RESIDENT SERVICE – A PASSION FOR EXCELLENCE

By Nicole Smith, Community Support Coordinator

As I reflected on 2016, I was reminded what an honor it is to be part of the Resident Service team—a team that is both knowledgeable and compassionate.

Last year we focused on what we do, why we do it and how we can optimize the tools we have to provide service excellence. We spent time training to become experts on the systems and processes Saint John's has in place so we can better serve you, your guests and the entire Saint John's community. As a team, we created and implemented initiatives to enhance the communication we have with the Nursing department. We also worked with Human Resources to ensure we are supporting them in the best way possible for staff scheduling in Windsor, Stratford and Canterbury Courts. We did this while welcoming four

new Resident Service Specialists who all share the desire to provide residents with the highest level of service.

I beam with pride when I think of our incredible team and look forward to the future with optimism. I know we will continue to improve our level of quality and raise the bar so you can live your best life!

On a personal note, I am fortunate to have been accepted to the Leading Age Wisconsin I-LEAD Leadership Academy. The vision of I-LEAD is to elicit the greatness within a group of high-potential leaders who will elevate their organizations, the greater communities, LeadingAge Wisconsin, and the senior living field to new heights of passion, adaptation and innovation.

The program is one-year long and includes nineteen other fellows in the field of aging services from all over the state. Not only am I having a great time, I am learning a lot about myself and the kind of leader I want to become. I am grateful to Saint John's for supporting me on this journey. It is truly a blessing to be part of such an amazing organization.

Saint John's Communities, Inc. Mission & Vision

Our Mission

Our mission is to enrich the lives of older adults through gracious retirement living, spiritual growth, cultural and educational opportunities and health care services.

Our Vision

- We will be a respected leader in the field of retirement living, anticipating and responding to the needs and expectations of our residents and clients through innovation and excellence in service.
- We will provide a continuum of residential living and care options with dignity and compassion.
- We will foster a community enriched by the diverse cultures of its board, residents and employees.
 - We will promote a work environment that attracts and retains employees dedicated to the highest professional standards.
- We will achieve our goals and objectives through sound management of our financial resources.

Finance



FINANCE – THE YEAR IN REVIEW: 2016 By Dan Lemminger, Director of Finance

Saint John's 2016 financial performance was strong, buoyed by high occupancy in all areas of the campus, expenses which were under budget, 7.9% investment portfolio returns, and an increase in Foundation net assets of approximately \$932,000.

- Tower occupancy remained steady at greater than 96%. Windsor & Stratford Courts averaged 93% occupancy and Canterbury Court averaged greater than 94% occupancy.
- Diligent cost-management strategies and other favorable operating variables such as lower than anticipated utility costs contributed to the favorable expense budget variance. In addition, and as anticipated, in 2016 Saint John's realized over \$1 million in interest savings associated with the 2015 debt refinancing.
- Our investment portfolio generated approximately \$2.4 million in earnings. Additionally, in 2016 \$3.7 million in surplus cash was invested, contributing to a portfolio balance of \$34.4 million at year-end which nearly approximates the total refunds due on resident contracts.
- The Foundation experienced a \$932,000 increase in net assets due to a 9.1% investment portfolio return combined with the Community's generous philanthropic support of the Chaplaincy Campaign and other life-enrichment opportunities.

As a registered 501(c)(3) not-for-profit corporation with no one person or group of shareholders listed as "owners" of Saint John's, there are no ownership dividends to pay allowing the corporation's profits to be re-invested in the community. In 2016, continued reinvestment was made in Clinical Services with the addition of the Windsor/Stratford MDS Coordinator and the upgrade of the Wellness Clinic nurse to a Nurse Practitioner, among other initiatives.

On March 17, 2017, A.V. Powell & Associates LLC issued its Actuarial Compilation Report, concluding that Saint John's has sufficient financial reserves in place to fund future health care contractual obligations to its residents. Saint John's was successful in maintaining its strong actuarial position by balancing the aforementioned additional direct-care costs with cost containment measures in other operational areas and 2016's 3% rate increase, as recommended by the actuary.

On March 27, 2017, Wipfli issued an unqualified audit opinion, opining that the December 31, 2016 financial statements "present fairly, in all material respects, the financial position of Saint John's Communities, Inc. and Subsidiary."

We continually strive to be good stewards of Saint John's financial resources – a responsibility shared by all members of the Saint John's team. "Continuous improvement" and "daily deliberate practice" remain values applied in our daily pursuit to preserve Saint John's financial health for current and future generations of Saint John's residents.

Note to Readers: In 2015 a financial reporting policy was adopted by Saint John's Communities, Inc. and Saint John's Communities Foundation, Inc. for the Independent Auditor's Report which requires financial results be presented on a consolidated basis. As a result, the Independent Auditor's Report financial presentation varies from the Saint John's internal financial reporting. However, net assets, net income (loss), and net cash flow remain consistent between presentations.

Finance

BALANCE SHEETS / DECEMBER 31, 2016 & 2015

	<u>2016</u>	<u>2015</u>
ASSETS		
TOTAL CURRENT ASSETS	1,862,674	1,841,960
PLEDGES RECEIVABLE	50	175
INVESTMENTS	36,984,915	31,398,513
PROPERTY, PLANT & EQUIPMENT, NET	77,739,641	79,483,877
DEFERRED FINANCING AND MARKETING FEES	2,157,103	2,361,998
INTEREST IN SAINT JOHN'S COMMUNITIES FOUNDATION	6,171,960	5,240,132
TOTAL ASSETS	124,991,343	120,326,655
LIABILITIES AND NET ASSETS		
TOTAL CURRENT LIABILITIES	4,091,142	1,985,901
DEFERRED REVENUE	56,163,952	55,347,151
LONG-TERM DEBT	54,457,841	56,468,682
TOTAL LIABILITIES	114,712,935	113,801,734
NET ASSETS	10,278,408	6,524,921
TOTAL LIABILITIES AND NET ASSETS	124,991,343	120,326,655

STATEMENTS OF OPERATION / YEARS ENDED DECEMBER 31, 2016 & 2015

	<u>2016</u>	<u>2015</u>
REVENUE, GAINS AND OTHER SUPPORT		
TOTAL RESIDENT REVENUE	18,685,947	18,411,828
INVESTMENT INCOME	1,169,842	1,190,709
UNRESTRICTED CONTRIBUTIONS	190,102	265,086
OTHER	1,440,669	1,408,709
TOTAL REVENUE, GAINS AND OTHER SUPPORT	21,486,560	21,276,332
OPERATING EXPENSES		
DIRECT CARE, SUPPORT SERVICES & ADMINISTRATION	13,723,830	12,938,718
INTEREST	1,815,367	3,083,297
TOTAL OPERATING EXPENSES	15,539,197	16,022,015
GAIN (LOSS) FROM OPERATIONS	5,947,363	5,254,317
CHANGE IN UNREALIZED GAINS & LOSSES	1,234,794	(1,034,933)
DEPRECIATION AND AMORTIZATION	(4,605,380)	(4,770,473)
LOSS ON EARLY RETIREMENT OF DEBT	0	(10,383,633)
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	2,576,777	(10,934,722)
CHANGE IN RESTRICTED ACTIVITY	1,176,710	1,172,979
CHANGE IN NET ASSETS	3,753,487	(9,761,743)

An audited financial report is available upon request.

Philanthropy

A CULTURE OF PHILANTHROPY FOSTERS JOYFUL GIVING

By Sybil Bell,
Director of Philanthropy



In 1868, the founders of Saint John's responded to a Milwaukee need with some donated dollars and a vision to serve. One hundred forty-eight years later, we celebrate Saint John's as a community of joyful contributors. It is your

generous giving and planning – and that of others before you – that bring us to the sound financial position we enjoy today.

Contributions to Saint John's Communities in 2016 totaled \$272,564. Within that amount, donors gave \$35,101 to the Annual Fund for operational support. An additional \$154,208 was gifted to the Employee Holiday Fund – clearly validating appreciation for “service excellence” provided by staff.

The story of generosity continues with support to Saint John's Communities Foundation in the amount of \$658,554 – bringing total net assets of the Foundation to \$6.17 million – our best year ever. As personal choice is a core value in our community, we were blessed with donors who opened four new program funds, each with their own specialty interest: the Verena Fjermestad & Bruce Fetter Music Fund (UWM musicians), the Bill & Char Johnson Music Fund in memory of dear friend and benefactor Ab Nicholas (semi-classical), the Alice & Jim Nelson Choral Music Fund, and the Bill & Nicole Teweles Entertainment Fund (film/arts/live theater). We just love filling the calendar with their meaningful events and concerts!

A practical contribution came this year from Jane and Chuck Jordan in the form of a vehicle. Their car has been added to our fleet to be used by the Concierge Services team for transporting residents to medical appointments. With a growing need for this service, the Jordans' generosity is making a difference in the lives of so many.

Every dollar donated, no matter the size, is important to advance our mission to live life well. Our gratitude abounds for donors whose gifts in 2016 totaled \$931,118 thereby ensuring that Saint John's thrives for years to come.

Please note that the 2016 Saint John's Communities Foundation Annual Report is a separate document published concurrently with this Annual Report.

Reasons to Celebrate!

The Office of Philanthropy loves a good celebration, and each year we sponsor three events to honor some very special people at Saint John's.



2016 Scholarship Award Winners

For 32 years, Saint John's has been helping employees advance their education with scholarship awards, and 2016 was a banner year! In August, a record \$26,500 was awarded to seventeen worthy candidates at the Scholarship Awards ceremony in the Cultural Arts Center. Friends, family, co-workers and residents were all on-hand to applaud the hard work of these ambitious staff members as Renée Anderson and Kim Huntley shared the students' stories. Through the generosity of many donors and the success of Saint John's Thrift Shoppe and online Etsy store *SurprisingFindings*, the pool of funds for scholarships continues to grow and keep pace with skyrocketing tuition rates. The Scholarship Committee, consisting of residents Lloyd Lewis, Mary McAndrews, Dale Neese, and Liz Pfeifer and staff members Sybil Bell, Kim Huntley and Mary Przybylski, agreed that this year's candidates represented a daunting level of commitment to their educations—juggling family, work, health and other responsibilities besides. We salute and celebrate all their dreams and ambitions, and look forward to supporting our employee scholars for years to come.

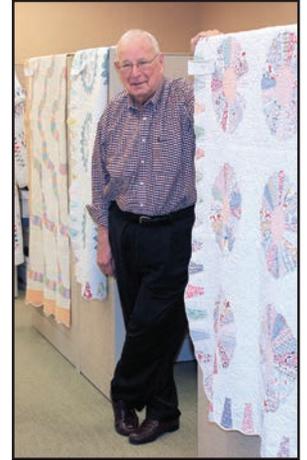
In September, we celebrated the work of our many volunteers. Saint John's boasts a whopping 54 resident committees and volunteer positions; approximately 83% of all Tower residents volunteer within Saint John's in some capacity. These dedicated individuals extend their reach beyond the building as well by volunteering for Our Next Generation, Al's Run, the United Way Appeal, Repairers of the Breach, the River West Food Pantry, the SPARK! program for those with dementia, the Alzheimer's Walk, the SET Ministry outreach to Arlington Court residents, and many others. We also recognized the volunteers from

Philanthropy

outside our walls, including students, neighbors, parishioners, families and friends. The entire community gathered to celebrate volunteers and their impact on our community by partaking in fun, music and food!

Each November, the Foundation hosts a luncheon to honor donors who have arranged for legacy gifts in their estate plans through will intentions or residency contract refunds, or who have established an endowment fund. President Renée Anderson addressed the 2016 gathering of 81 guests with deep gratitude. At year's end, future legacy gifts totaled \$955,094 – up from \$638,666 at year-end 2015 – and nearly tripled from \$334,321 at year-end 2014!

Photo: Resident and Volunteer Manager of Saint John's Thrift Shoppe, Dale Neese donated 16 beautiful heirloom quilts to benefit the Employee Scholarship Program.



Contributors

January 1- December 31, 2016

HONOR ROLL OF DONORS

Saint John's Communities is deeply grateful for every gift, no matter the amount, as each is important to our mission. The contributions and pledges listed here are for Communities Funds only, and do not reflect giving to Foundation Funds. We humbly thank all of our donors; you are counted among our many blessings.

ANNUAL FUND

2016 total contributions
\$35,102 to support the general operations of Communities:

Robert Antoine*
Jan Babiak
Nat Beckwith
David Brousseau
Bonnie Bukolt
Phillip Clauder
VA & Joe* Downey
William Eastham
Richard Fleming
GE Foundation Matching Gift Program
Joanne Gennaro
Greater Milwaukee Foundation
Henry C., Eva M., Robert H., & Jack J. Gillo Charitable Fund
Greater Milwaukee Foundation
Jean & Robert Prosser Family Fund
Iris & Alan Goldberg
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Betty Graham
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Kathleen Harley
Evan & Marion Helfaer Foundation
Suzanne & Henry Herzing
Herbert Hiller
Maxine Hirmer

Kim Huntley
Eric Schluter & Patricia Huston
Margo Huston
Nancy & Lee Kendall
Luci Klebar
Charles Koeble
Angie Kopf
Phoebe & Jack* Lewis
Ann Ross MacIver
Nancy Mayne
Gretchen Mayo
Mary McAndrews
Marsh & McLennan
Miriam Reading & Richard Miller
Judy & Larry Moon
Kay & Dan Patrinos
Tom Pavela
Bea & Peter Randall
Pat & Allen Rieselbach
Bobbie & John Schmitt
Janet* & Hans Schroeder
Nancy Sohn & Mike Simon & Dan & Ben
Gertrude Gates Stillman
Greater Milwaukee Foundation
Georgiana & Robert Taylor Fund
Nicole Teweles
Jean Tyler*
Elizabeth Vogel
Carol & William Wuesthoff

CAPITAL PROJECTS FUND

2016 total contributions
\$25,596 to support capital projects for Communities:

Greater Milwaukee Foundation
Mary Louise B. Atkinson Fund
Greater Milwaukee Foundation
Borrowman Family Fund

CHAPEL FUND

2016 total contributions
\$18,315 to support the general operations of Saint John's Chapel:

Mary & John Armbruster
Elizabeth & Robert Bradley
John Stewig & Dick Bradley
Molly & Bob Canary
Beth Chancellor
Chapel Basket Offerings
Helen & John Curtis
Georgeanne Nelson Cusic
Carol Erwin DeLind
Charles Drake
Eileen Finnerty
William Gore
Claire Greene
B. Artin Haig

David Hale
Martha & Milton Hamilton
Fred Himmerich
Marlis & Phillip Hinman
Mary & David Huntington
Patricia Jorgensen
Susan & Richard Lindberg
Bela Maroti
Janet Matuszak
Jeanne Maxon
Nancy Mayne
Susan & Joseph Mazza
Joan McCracken
Miriam Reading & Richard Miller
Judy & Larry Moburg
Rosemary Monroe
Alice Nelson
Mary Olson
Patricia Parsons
Sr. Letitia Prentice
Sr. Mary Grace Rom
Patricia & Mark Ruttum
Jan Scherr
Hugh Simonsen
Katherine Smith
Mary Meade Ullman
Martha Vogel
Virginia Waring

Contributors

January 1- December 31, 2016

EMPLOYEE HOLIDAY FUND 2016 total contributions

\$154,208 to provide a holiday party and appreciation bonus check for each employee of Saint John's:

Ann Agard
Lois Ahlhauser
Mary Allen
J. Stephen Anderson
Robert Antoine*
Mary & John Armbruster
Betty Armstrong
Patsy & Richard Aster
Donna & Bill Bachman
Barbara & Jim Ballard
Barbara & Bob Elsner
Joanne & Michael Barndt
Polly & Bo Beal
Karen & Art Beaudry
Helen Bechthold
Nat Beckwith
Marion Behling
Kay & Richard Bibler
Jeanne Birch
Alfred Block
Georgia Bond
Betty Bostrom
Roderic Botts
Elizabeth & Robert Bradley
John Stewig & Dick Bradley
Marilyn & Brad Bradley
Arthur Brazy
Susan & John Brennan
Virginia Brennan
Cheri & Tom Briscoe
Jackson Bruce
Bonnie Bukolt
Lois Burant
Pat & Tony Busalacchi
Joan Callaway
Molly & Bob Canary
Dennis Cannaday
Louise Cardinal
Margaret Carini
Dolly Catanzaro
Beth Chapman
Gregory Chrisafis
Joan Christopherson Schmidt
Emory Clark
Phillip Clauder
Shirley Connell
Cynthia Constantine
Deborah Gardner Conta
Josephine Crivello*

Bee & Tom Curley
Barbara Curran
Helen & John Curtis
L. Ellen Debbink
Evelyn Demmer
Myrna Dittmer
VA & Joe* Downey
Charles Drake
Juanita Mast & Jeanne Durnford
William Eastham
Anne & Richard Egan
Penny Egan
Kathie Eilers & Barry Blackwell
Sue Elsesser
Estate of Polly Rabion
Roberta & Sanford Fedderly
Bruce Fetter*
Eileen Finnerty
Kent Mayfield & Jack Ford
Abdel-Aziz Fouad
Carol Friedman
Jean Garrett
GE Foundation Matching Gift Program
Gretchen & Nick Geimer
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Inez & Gene Gilbert
Judith Goetz
Colette & Bill Goldammer
Iris & Alan Goldberg
Mary Goode
Marilyn Gordon-Ross
William Gore
Beverly & Jack* Gorsuch
Betty Graham
Claire Greene
Josette & Sidney Grossberg
Alex Haeuser
B. Artin Haig
Martha & Milton Hamilton
Joan & Buzz* Hardy
Pat & Chuck Harper
Lynne & Richard* Harris
Jill Heavenrich
Ed Heinecke
Katherine Helminiak
Ravenna Helson
Ravenna M. & Harold Helson
Fred Himmerich
Maxine Hirmer
Doris Hoffman
Dickie Holtz
Moni Hopwood
Kathryn Housiaux
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Jean Lindemann
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Barbara Luetzow
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Florence Mahoney
Audrey Mann
Bela Maroti
Janet & Vincent Martin
Janet Matuszak
Jeanne Maxon
Nancy Mayne
Susan & Joseph Mazza
Mary McAndrews
Connie & Dan McCarty
Joan McCracken
Cheri McGrath
Eileen & Dan Meehan
Linda & John Mellowes
Barbara Michaels
Miriam Reading & Richard Miller
Sylvia Miller
Richard Miswald
Judy & Larry Moburg
Rosemary Monroe
Kyoko Morris
Celeste & Bart Munson
Salvatore Mussomeli
Maudie Nagle
Betty* & Dale Neese
Alice Nelson

Betty Jo & Jim Nelsen
Betty O'Neill
Mary Olson
Marcella Orłowski
Suzanne Osetek
Susan Oster
Sophie Parker
Patricia Parsons
Kay & Dan Patrinos
Tom Pavela
Marshall Pepper*
Ivan Peterlin
Mary Beth & Holger Petersen
Liz Pfeifer
Susan Ploetz
Marjorie & Bob Polack
Mary Pollock
Martha & Jack Prince
Bea & Peter Randall
Jacqueline Ravaris
Jane Reckmeyer
Pat & Allen Rieselbach
Rita & Jerry Rochte
Sr. Letitia Prentice
Sr. Mary Grace Rom
Mary Rondinelli
David & Peggy Rosenzweig
Fred Ruenzel
Carol Ryan
Wes Schaum
Jan Scherr
Bobbie & John Schmitt
Janet* & Hans Schroeder
Birgit Segerdahl
Margery & Roger Senn
Caralyn Court & Carl Shinnners*
Ruth & Marvin Silver
Hugh Simonsen
Donna Smith
Helga Smith
Katherine Smith
Kay & Jim Smith
Nancy Sommer
Anita Sorenson
Lee Stanton
Mary Stefaniak
Stefanie Jacob & Scott Tisdell
Stephanie Sue Stein
Gertrude Gates Stillman
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Nicole Teweles
Donald Thorson
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Connie Tresch

Every effort has been made to include all contributors. If you find an error, please accept our sincere apology. Contact Mary Przybylski, at 414.831.6905 or MPrzybylski@saintjohnsmilw.org with any corrections.

KEY: *Now Deceased

Contributors

January 1- December 31, 2016

EMPLOYEE HOLIDAY FUND: (continued)

Jean Tyler*
 Mary Meade Ullman
 Phyllis Van Wagoner
 Kathie & Jim Vint
 Martha Vogel
 Virginia Waring
 Berniece Warner
 Thomas Warner
 Arthur Wasserman
 Marilyn Weber*
 Suzanne & Ed Weber
 Mary Ellen Winter
 Barbara Younglove
 Jean Zembrosky

LIFESTREAMS FUND 2016 total contributions \$13,763 to support the general operations of Saint John's LifeStreams programming:

Barbara & Jim Ballard
 Karen & Art Beaudry
 Nat Beckwith
 Boswell Book Company
 John Stewig & Dick Bradley
 Louise Cardinal
 William Eastham
 Kent Mayfield & Jack Ford
 Josette & Sidney Grossberg
 Joan & Buzz* Hardy
 Ravenna Helson
 Char & Bill Johnson
 Nancy Klein Maguire
 Bela Maroti
 Joan McCracken
 Alice Nelson
 Suzanne Osetek
 William Tipton
 Nancy Metz White

THRIFT SHOPPE FUND 2016 total contributions \$25,581 to support scholarship awards to Saint John's student employees:

Saint John's Thrift Shoppe
 Etsy online store:
SurprisingFindings

TRIBUTE GIFTS

In Honor of Pat Busalacchi
 Joan McCracken

In Honor of Canterbury Staff
 Helene* & Herman John

In Honor of Helen Curtis
 Rosemary Monroe

In Honor of Erika Stoving, Jenny
 Kohlbeck-Zalar, Lynne Knapp &
 Enchantra Cosey
 Estate of Polly Rabion

In Honor of Gene Gilbert
 Alan & Iris Goldberg
 Herbert Hiller

In Honor of Pat & Chuck Harper
 Suzanne Harper Allen

In Honor of Betty O'Neill
 Joan McCracken

In Honor of Saint John's Staff
 Kyoko Morris

MEMORIAL GIFTS

In Memory of John Ahlhauser
 Helen & John Curtis

In Memory of Sr. Dorcas Baker
 Sr. Letitia Prentice
 Sr. Mary Grace Rom

In Memory of Joy Botts
 Roderic Botts

In Memory of Joe Downey
 Bea & Peter Randall

In Memory of Mary Jane Foote
 Jan Babiak
 David Brousseau
 Richard Fleming
 Nancy Sohn & Mike Simon &
 Dan & Ben

In Memory of Buzz Hardy
 Mary Pollock

In Memory of Bill Harley
 Kathleen Harley

In Memory of Richard Harris
 Nat Beckwith
 Helen & John Curtis
 Judy & Larry Moburg

In Memory of Jane Hoylman
 Nancy Mayne
 Joan McCracken

In Memory of Helene John
 Gary Lukitsch
 Pam & John Montgomery
 Viola & Walter Trzeciak

In Memory of Dudley Johnson
 Susan & Richard Lindberg

In Memory of Agnes Kalinowski
 Helen & John Curtis

In Memory of Roy LaBudde
 Michael Best & Friedrich LLP
 Jami Greve
 Dorothy Hauser
 Elizabeth Larson
 Anna Lewandowski
 Kirk Pelikan
 Cyn Phillips
 Robert Wene
 Kara Wisinski

In Memory of Jack Lewis
 Phoebe Lewis

In Memory of Betty Neese
 Nancy Mayne

In Memory of Ab Nicholas
 Helen & John Curtis
 Patricia Jorgensen

In Memory of Janet Schroeder
 Nancy Mayne

In Memory of Jean Tyler
 Nancy Mayne

In Memory of John Vogel
 Martha Vogel

In Memory of Ben Williams
 John George

KEY: *Now Deceased

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Left Photo (l to r) Residents Charlie Drake, Jane Reckmeyer, John Stewig, Sue Elsesser. Right Photo: The Radio Rosies Perform at the Tower Holiday Party.

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Stephanie Sue Stein, Vice Chair
Deborah G. Conta, Secretary
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John A. Mellows
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Donna Spars,
Vice President & Director of LifeStreams

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John George, Health Care Administrator
Kim Huntley, Director of Human Resources
Luci Klebar, Director of Sales & Marketing
Dan Lemminger, Director of Finance
Mike Lingle, Director of Facilities
Mary Milliren, Director of Clinical Services
John Yonkee, Director of Dining Services

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Sara E. (Patsy) Aster, Resident
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Polly W. Beal, Corporate Board Designee
Susan Wright Brennan
Cecelia I. Gore
Dan Lemminger, Treasurer
Alice P. (Lloyd) Lewis, Resident
Richard H. Miller, Resident



Thank You to the 2016 Saint John's Communities, Inc. Board

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Patsy Aster
Sybil Bell
Meighan Bentz
John George
Mary Kunze
Paul MacSwain
Rose McMullen
John Sanidas, M.D.
Jana Troutman-Miller, Chair
Kristen Tym
Kathie Vint

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Food: Cheri McGrath
Green: Joanne Barndt
Health: Lloyd Lewis and
Miriam Reading
Landscape & Gardening:
Cheri Briscoe
Library: Joan McCracken
LifeStreams: Kent Mayfield
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Nominating: Juanita Mast
Volunteer: Jeanne Birch

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