

2019 Annual Report

SAINT JOHN'S
ON THE LAKE



Year In Review



PURSUIT OF SOLUTIONS

By Renée Anderson, President

Every year when I sit down to write this article, I review my calendar for the previous twelve months to refresh my memory, jotting down significant events and occurrences. As I reflect on my notes, a theme always seems to develop. Some of you may be thinking, "Here she goes again, more talk about construction." True, construction did consume a considerable portion of our attention, so the skeptics among us might label 2019 "the year of disruption." Personally, I prefer to describe last year as solution oriented.

In 2018, we embarked upon the ponderous task of recreating health care. We enthusiastically conceived exciting plans, we fought with public officials for approval of novel design, we marketed our lifestyle to intrigued audiences and we sold bonds to eager investors. Sounds daunting?

Turns out constructing the building was actually more challenging. In 2019:

- Mother Nature was unkind; we lost work time to wind, rain, snow, ice and cold. Solution: More labor, longer hours, weekend work and modest adjustment to the overall schedule.
- The engineers informed us the planned renovation of the existing health care building was not viable. Solution: Demolition and infill construction.
- The timing of completion of the top floor coincided with 9/11. Solution: A somber tribute to the heroes of that day and the American flag draping the beam flapping in the breeze as it ascended to the 23rd floor.
- A gas line was severed. Solution: A very successive emergency evacuation – no drill needed this year!

Beyond bricks and mortar, our goal was further to recreate care delivery in new surroundings. We wished to right-size skilled nursing, create a dedicated memory care neighborhood, and provide our nursing, dining and LifeStreams teams with the opportunity to work in an environment complimentary to their passion and skills. Solution: License the neighborhoods to support the goals, inform and educate residents, families and staff, and invite staff to apply for positions consistent with their career goals.

The third spoke in the wheel was visioning back of house space and creating processes to strengthen our ability to efficiently and effectively support service excellence by and among facilities management – the maintenance and housekeeping teams who often go unnoticed as they ensure our campus is clean, warm, dry and safe. Solution: Solicit involvement of the team in design and fight for well-placed and appropriately sized space needed to enable efficiency.

Our attention to service excellence and commitment to high quality care set Saint John's apart. We are not perfect every day though we strive for continuous improvement. Our 230 extraordinary employees are steadfast in their dedication to our residents; they have been remarkably resilient this past year enduring the ever changing landscape resulting from the project. Solution: Tangibly demonstrate our appreciation by purchasing property to provide free, accessible parking.

I am privileged to serve under a Board of Directors whose wise counsel supports, and whose trust allows for the growth and advancement of Saint John's mission. I am indebted to our residents and their families for their good faith and confidence in this Organization and my leadership, and for their appreciation of the work we do and the people who do it.

Respectfully,

A handwritten signature in black ink that reads "Renée E. Anderson".

Renée E. Anderson
President & CEO

On the Cover: Raising of the
Final Beam on September 11, 2019.



The Raising of the Beam! On September 11, 2019. Residents, Depositors, Board Members, Partners and Staff joined in signing and celebrating the final beam of the North Tower construction being lifted into place on the 23rd Floor.

Dining Services

TRANSITIONS

By Melissa Geszvain, Director of Dining Services and Donna Spars, Vice President of Lifestyle



Last year we prepared over 98,000 meals served across campus and planned and executed more than 1,300 catered events – business as usual for our talented Dining team amidst transitions in team members and planning for change in service delivery for the care neighborhoods.

Two new managers were welcomed in the first half of 2019. Peter Gohsman, Executive Chef, brings to us extensive experience in fine dining restaurants, catering and in a large 24/7 employee dining venue. Rebecca Schwarz, in the newly created position of Assistant Director of Dining, has responsibility for catering and oversight of the service teams in Taylor's, the care neighborhoods and the Bistro. Rebecca previously owned and operated three restaurants in Manitowoc.

Melissa Geszvain was hired in August as Director of Dining. Melissa brings over twenty years of experience as dining director in several retirement communities throughout southeastern Wisconsin. With two relatively new employees leading culinary and service, Melissa's first priority was to develop a strong working relationship among the management team which also includes Erica Winzer, Bistro Manager.

The entire dining team needed to quickly assure they were prepared for the annual skilled care state survey as well as the city health department inspection. Both examinations were successful with no citations on the survey and an A rating from the health department.

The team then rapidly moved into planning for the transition to the new care neighborhoods. The new kitchens are designed for much of the cooking to be done in the neighborhood. The open concept allows for the visual appeal of watching the cooks work while increasing appetites as the aroma filters throughout the dining room.

In the past, prepared meals were brought to the floor and served by the homemakers. Meals will now be prepared on the floor and served by wait staff restaurant style. The change in service provided homemakers with the opportunity to advance to become cooks or apply for available positions throughout the campus. Three homemakers were promoted to cooks; others chose roles as resident assistants, servers and housekeepers benefiting from their experience with Saint John's.

The kitchens and dining rooms had been designed, and appliances and furniture previously selected but everything else imaginable to create a fully functioning kitchen still needed to be planned for: juice dispensers, coffee pots, plates, cups, glasses, cutlery, utensils, pots, pans, spices, dishwashing detergent and cleaning supplies, etc. were specified and purchased.

And finally, there was the work with the transition team to assure that all care neighborhood residents were well served during the week we moved between the old and the new buildings.

During a year of much change, the dining staff developed into a high functioning team – it's a joy to see the work of many people over several years come to fruition.



Photo #1 Executive Chef Peter Gohsman and Rakiya Reed; #2 Megan Blas; #3 Beautiful Buffet.

Sales & Marketing

UPSIDEDOWN, BACKWARDS & SIDEWAYS

By Luci Klebar, Director of Sales and Marketing

2018 wrapped up like the end of a wild ride at an amusement park. Beth and I (with the help of many Saint John's teammates and residents) had sold out all 79 North Tower apartments.

Then, the rollercoaster ride started again, up a sharp curve, followed by a few dips. Due to health circumstances (including some cold feet), we smarted as 13 cancellations occurred over the course of the year, re-reserving six of those 13 apartments before year's end. At the same time, Saint John's experienced 26 move-outs from Central and South Tower (on an anticipated move-out budget of 19) and we worked together to bring in 24 new families, reaching our apartment occupancy goal of 96.5% occupied and 99% reserved in December, while also adding 31 families to the Shore Holder's Club in 2019.

The sales and marketing activity led to the 2019 Reservation Deposits, Shore Holder's Deposits and Entrance Fees below:

Central Tower Deposits & Entrance Fees	\$ 1,508,060
South Tower Deposits & Entrance Fees	\$ 2,559,072
North Tower Reservation Deposits	\$ 386,126
North Tower Deposit Changes	\$ 29,920
Shore Holder's Club Deposits	\$ 87,500
Total Entrance Fees & Deposits	\$ 4,570,678

All the while, Beth Chancellor, Senior Living Advisor, and I chugged along, dialing and smiling, reaching out with over 2,000 calls, and 445 appointments.

The Marketing Team, again with a little help from our friends in dining, facilities, resident service and nursing, held five successful events of interest to attract new families to Saint John's. Among those events was DOORS OPEN Saint John's, our seventh year of participation in this Historic Milwaukee event bringing over 300 people to campus for two days in September and changing many people's perceptions of what getting older in a vivacious retirement community can look like.

We also worked to keep North Tower Depositors engaged and informed about their future home hosting 13 different events; attendance was just a bit shy of 1,000 guests with 929 attending events in 2019.



Our most successful events:

- Parlez with Renée & Construction Update
- Spring Real Estate
- Update & Vendor Fair
- August Parade of Apartment Homes
- September "Topping Off" with Beam Signing, Cake and Champagne to celebrate the installation of the final ceiling beam of the North Tower.
- Nuts & Bolts (Everything you wanted to know about facilities, work orders, etc. but were afraid to ask)
- Come, Sip, Stay, Eat, with Marie Brick "the Pet Whisperer," for future residents with pets – to help new residents learn how to live harmoniously in community with their animals.

Research shows it takes on average 25 "touches" to help someone make a decision about choosing a retirement community that's right for them. The sales calls, letters, note cards, information packets and more to share with prospective families to help them in their decision making. During this time, the potential resident(s) and their families get to know us as individuals, Saint John's as an organization, and vice versa. This makes for a better fit for the entire community; residents choose us when their affinities align with all Saint John's offers – our location, location, location, the vibrant lifestyle, and the promise of Life Care.

Behind the scenes Lori McGinnis, Marketing & Multi-Media Specialist, and I worked together to update Saint John's website, improve our positions on search engines (SEO) and create new ads for the select digital and print media we target.

Now looking back from 2020 – the first year of the new roaring 20's – we can laugh about having ridden out 2019 successfully, together!



In February, Charter Club Members – depositors for North Tower apartments under construction – joined us for The Year of the Pig – a Chinese New Year Celebration!

LifeStreams

A YEAR OF GROWTH

By Donna Spars, Vice President of Lifestyle



In 2019, the LifeStreams team provided a rich and comprehensive array of programs in all six dimensions of wellness – physical, social, spiritual, intellectual, vocational and emotional – and in all of the neighborhoods. The quality of work was recognized by residents and family members in the satisfaction surveys conducted in May. We worked in conjunction with many colleagues to produce the third Symposium On Aging. In addition, team members continued to offer educational opportunities to employees and gave back to the greater community by providing internships, through public speaking, and by holding leadership positions. The care neighborhood LifeStreams staff spent many hours planning and executing a successful move to the new neighborhoods. And finally, Erin Burke was hired to fill the newly created position of Director of LifeStreams late in 2019.

The Tower LifeStreams staff offered over 2,736 regularly scheduled and more than 470 special events during the year. In the 2019 satisfaction survey, Tower resident responses to questions about LifeStreams “quality of wellness services” and “many programs and events fit my interests” were the highest rated of the participating communities. As in past years, the richness of the offerings is due to the partnership between staff and the many residents who present, or organize events or sometimes a series of events.

The staff in the care neighborhoods offered over 3,850 events over the course of the year. Angela Titus, and later Anne Luther, along with team members Jessy Hewitt, Sharla Guinn and Kate Mann worked creatively every month to ensure a variety of offerings covering all six dimensions and met the variety of abilities and interests of the residents living in Windsor, Stratford and Canterbury. The survey results exemplified the quality of the programs with LifeStreams receiving a very high rating compared to other communities in our benchmark. 2019 was the third year for the highly successful “Creative Age: Imagination, Insight, Wisdom” symposium organized by resident Kent Mayfield with assistance from Chaplain Jana Troutman-Miller, Lori McGinnis, Kate Steinbach, Luci Klebar, myself and others. The Philanthropy team of Sybil Bell and Mary Przybylski raised significant funds from residents and corporate sponsors to underwrite expenses.

Dodie Novak, Wellness Manager and Samantha Goeller, Wellness Specialist provided over 400 personal training sessions and over 860 classes across campus. They worked together to provide employee wellness information and activities organized quarterly around a theme. In 2019, the quarterly themes were occupational/intellectual wellness, financial well-being, physical wellness with four mini fitness challenges and stress management. Personal training was also offered to all employees as were several classes.



Photos: #1 Saint John's Reads Book Club
#2 Joan Hardy and Bob Taylor
#3 Saint John's Theater performs The Piano Teacher

LifeStreams

LifeStreams team members shared their knowledge and experience locally and at national and state conferences. Dodie Novak continued her practice of attracting students to work with older adults by supervising an exercise physiology intern from Marquette University. Chaplain Jana joined the faculty and spoke at the Haden Institute on Spiritual Direction in Canada, spoke at Rush Medical Center's 50th Anniversary Symposium and to Aurora Health Care's chaplain residents. Anne Luther, along with John George, discussed dining in a person-first culture at LeadingAge Wisconsin's fall conference. Dodie, Anne and I presented a series of educational programs on older adult wellness to the Alzheimer's Association.

In terms of leadership, Chaplain Jana was elected to the Standing Committee, the ecclesiastical authority of the diocese in the absence of a bishop, and was reelected as a board member for the Association of Professional Chaplains (APC) and as Chair of the APC Commission on Certification. And, I continue as co-chair of the advisory board at James Madison Academic Campus, a Milwaukee public high school.

All the LifeStreams' staff, but particularly those working in the care neighborhoods, gave significant time and thought to the transition of the residents into the new neighborhoods. They were part of the team that helped evaluate and then execute how best to move residents. With less space until the completion of the structure, staff needed to pack some of their tools of the trade for storage and the remainder to move to temporary quarters. Anne Luther planned and led many sessions for employees on working with those living with dementia.

It was a full and rewarding year for the LifeStreams staff with opportunities to provide high quality programs, often in partnership with Tower residents. Team members also offered educational opportunities and provided leadership for students, peers, residents and members of the greater community.

And, at the same time, it was a year in which the LifeStreams team as well as many others at Saint John's experienced the tragic loss of Angela Titus. Angela passed away unexpectedly in March following surgery. She was colleague, friend, font of energy, a passionate advocate for those living with dementia and an inspiration. In the hearts of the many who respected and cared for her deeply, she will always represent the best of what makes Saint John's the special place it is.



Photos: #4 On Veteran's Day, a presentation and luncheon was held in honor of residents who served in the military; **#5** Erin Burke, Sybil Bell, Jake Matter, Jana Troutman-Miller and Renée Anderson served at the Annual Holiday Dinner; **#6** The planning team for the Aging Mastery Program held at the Alzheimer's



Association; **#7** Joy Harjo, M.F.A., Poet Laureate, the first Native American recipient, presented *Crazy Brave* at the 2019 Symposium On Aging.



Nursing Services



HEALTH CARE SERVICES

By Mary Milliren, MS, RN – Vice President of Health Services

2019 was an exciting year in the area of health care services for our residents. In the spring we initiated two significant projects. The first was planning for the implementation of a new Electronic Health Record (EHR). Saint John's partnered with Matrix Care and together we designed our new clinical documentation system. Laptops and iPads were purchased to facilitate staff access to the resident's medical record resulting in more timely, accurate and efficient documentation. Our new EHR system was implemented in August.

The second major initiative was planning for the transition to our new health center. Our goals focused on recreating health care at Saint John's to better meet the needs of our residents. One significant change was the re-licensing of Stratford from Skilled Care to a Community Based Residential Facility (CBRF).

We refer to this level of licensure as Assisted Living. Stratford would become our Memory Care neighborhood while Windsor would remain Skilled Care and Canterbury's focus would be to meet the needs of residents who require hands-on assistance for activities of daily living.

Additionally, a new care neighborhood was planned for the fifth floor of the North Tower. This neighborhood was named York and offers residents staffing assistance 24/7 in apartment-style living.

A transition team, consisting of our clinical leaders, social workers and LifeStreams staff, met bi-weekly to review our residents' needs and make recommendations regarding placement in the new care neighborhoods. This process evolved right up to the day of our transition as we responded to ongoing changes in resident conditions. We also worked with a state of Wisconsin relocation team to assure a well thought out plan was created and implemented. We certified all staff to care for residents who reside in a CBRF. This allows us to better utilize our staff across the various care areas. This is a win-win for Saint John's and our staff.

Services provided to Tower residents continue to evolve and expand. We worked with residents to obtain current insurance information in order to more efficiently bill 3rd party payors for services provided by our Nurse Practitioners in the clinic; we purchased emergency response carts that are located at each of the Resident Service Desks in order to be better prepared to respond to medical emergencies in the Towers; and we held our third annual flu clinic in collaboration with Walgreens. About 60% of our Tower residents participated in these clinics.

We ended 2019 with two leadership changes that occurred in November. Erika Stoving was promoted from Day Shift Supervisor to Director of Nursing for Windsor. Erika has more than 20 years experience and is a staunch supporter of our person-first culture. Michele Heim became the Nurse Manager for our Tower residents. She is an experienced manager and was so excited to join the Saint John's team.

Our Medical Resource Center Team:
(Left to Right)

Michele Heim, Nurse Manager

Abby Neuberger, Nurse Practitioner

Mary-Kate Uy, Nurse Practitioner

Ariana Mercado, Clinic Coordinator



Care Neighborhoods

A NEW FOCUS IN THE HEALTH CENTER

By John George, Health Care Administrator

The plan for the move to the new health center was complex with many facets that touched each of the six dimensions of wellness of health center residents. Keeping this in mind, new program statements were developed to assist the transition team in determining resident placements in the new health center where their needs could be met the best. Using these statements as a guide, the LifeStreams staff developed daily scheduled programs for each care neighborhood.

Windsor would remain a skilled care neighborhood and would focus on the care of residents with complex medical and/or cognitive needs that require the direct availability of a licensed nurse 24/7. Windsor would also continue to provide short-term rehab under a resident's Medicare Part A benefit. Windsor's programming is designed to stimulate long term memory, physical movement, music interests and the five senses. It also incorporates the needs and preferences of those who are there for short-term rehabilitation.

Stratford would focus on Memory Care. Resident needs would be primarily cognitive with a secondary need for physical support. Programming would be similar to Windsor's but presented in a manner that allows residents with memory loss to be successful in their participation. There is a greater emphasis on music, rhythm and sensory stimulation. Stratford staff schedule intergenerational groups and specialized spiritual services geared for those with memory loss.

Canterbury would focus on chronic disease management. Resident needs are primarily physical with a secondary need for cognitive support. Programming emphasis keeps people as independent as possible while encouraging intellectual growth, social opportunities and physical activity. Residents

in Canterbury would be offered assistance in maintaining their normal daily activities as they had been able when they lived in independent living.

Nursing and LifeStreams worked together to create a supportive environment for all residents in the health center. Their commitment to our residents is to develop meaningful programs that incorporate residents' interests and needs. They are looking forward to moving into the new health center and implementing these exciting new initiatives.



Every Holiday Season, Santa visits the Care Neighborhoods and delivers specially selected presents for each resident. The gifts are purchased by staff members who volunteer to shop!

Human Resources



COMMITTED TO OUR EMPLOYEES

By Keshia Exum-Pryor, Director of Human Resources (HR)

In 2019, we welcomed two new members to the HR Team. Velveta Hargrove is our Senior Human Resources Generalist, and Mallory Latsch is our Scheduler. The HR Team was faced with many tall orders and as newcomers they handled each task with poise and determination. Their contributions led to Saint John's turnover decreasing to 29% from 41% in the prior year.

Recruiting & Retention

The HR Department processed 6,079 applications, hired 78 employees and transferred/promoted 28 employees. We previously had an 8 step recruiting process which was reduced to 5 steps in order to decrease the length of time to hire an employee. Furthermore, steps were made to increase engagement during onboarding and new hire orientation.

In a tight job market it is challenging to recruit and retain good talent so it is important to create and maintain interest. As a result, potential candidates were invited to our Snack & Chat events which are designed to reach candidates who may not necessarily be looking for a new opportunity. During a Snack & Chat, candidates are given the opportunity to interview on the spot with hiring managers, sample light refreshments prepared by our talented dining staff and tour the campus. We had a total of 21 candidates attend the two events.

Retention is just as important as recruiting. We work hard to get great people in the door and we want to keep them. In order to keep employees coming back day after day, they must be engaged. The Recruitment & Retention (R&R) Committee worked on a number of different engagement strategies:

Mentoring

R&R kicked off a pilot mentoring program where three employees successfully assisted three new hires during the onboarding process.

Stress Management

With the transition to the new building, daily tasks and personal life, stress increased. We worked very closely with our Employee Assistance Program (EAP) to have a greater presence supporting staff to navigate through challenging situations and develop coping mechanisms.

Holiday Pay

Effective Christmas Eve of 2019, employees now receive time-and-a-half for working on holidays. This benefit improved staffing on holidays, increased morale and has brought Saint John's in line with other retirement communities in our marketplace.

WeCare Connect

WeCare Connect is a third party survey company that reaches out to new employees by email after 2 weeks, 45 days, 75 days, 6 months and annually thereafter. The purpose of the connection is to solicit employees' opinions regarding their training, relationship with their supervisor, understanding of their responsibilities and job satisfaction including compensation and benefits. Individual negative responses are addressed immediately by HR and the immediate supervisor. All responses are compiled and reviewed for trends to inform future decision making.

Management Training

Our managers wear many different hats on any given day and it is important to invest in the people that make Saint John's an employer of choice. In January of 2019, Saint John's participated in Novare's year-long Management Development Program. The Novare class focused on recruitment & interviewing, performance management and importance of being an effective leader. Three of our employees successfully passed the Novare Management Development Program. In addition, many of our managers took advantage of classes offered by MRA, our HR resource partner and extension of the HR Team. Managers took courses such as moving from a peer to a supervisor, handling difficult conversations and new recruiting techniques.



In November, Ana Mercado celebrated 30 years of service to the residents at Saint John's!

Facilities Management

NEW BEGINNINGS

By Mike Lingle, Vice President of Facilities Management

A year of preparation is perhaps the best way to describe 2019 for Facilities Management (FM). January found the North Tower (NT) construction finally popping out of the ground. By the end of December, the tower was structurally, fully built and the move in process was ready to kick into high gear. While construction progressed throughout those 12 months, FM was planning and working to be ready for the approaching transition. The paragraphs to follow highlight only a few of the efforts that took place in the midst of maintaining existing operations.

The IT Department led the NT efforts with not only planning but physical work. Michael Meekma, IT Manager, was instrumental in the search and negotiation of a new phone service vendor. Once contracted, a major upgrade to the existing phone service was implemented. This paved the way to bring the North Tower on line. Likewise, Michael was at the table assisting with the negotiation of a new cable television contract and was the point person for coordinating the NT installation thereafter. Configuration and installation of the NT network infrastructure took place involving setting up a new Main Distribution Feed room and six IT closets. Coordination and integration of the NT nurse call system, Door Access Control, security cameras and cable television were also successfully orchestrated to bring all of these systems on line simultaneously.



John Calderon, Maintenance Manager, facilitated an expansion of the Maintenance Department in preparation for the NT coming on line. This expansion included Service Technicians for 2nd & 3rd shifts, a Lead Maintenance Technician (Jeff Lundean was promoted) and a Compliance & Training Officer (Tom Frozena was promoted). Significant training in 2019 included Mike Lemke (Appliance Technician) making progress in his pursuit of a technical diploma from MATC, Tom Frozena obtaining certification as a CBRF Fire Certified Trainer, John Calderon and Jeff Lundean became Certified Pool Operators and three of the maintenance personnel became trained forklift operators.

Our Housekeeping Manager, Elizabeth (Lizzie) Cook, likewise spearheaded an expansion of the Housekeeping Department. A Housekeeping Supervisor position was added (Jennifer Burkett was promoted), as well as an additional floor care technician and two housekeepers. Lizzie developed housekeeping task frequencies for the NT, combined those with existing tasks and realigned responsibilities throughout her staff. She was instrumental in developing a plan for outsourcing laundry operations during Phase 3 construction as well as assisting with the planning of transitional office spaces. Lizzie also obtained certification as a Registered Environmental Services Executive during the year.

Maggie Monson, Move Coordinator, was responsible for the selection process (customization) of 79 NT apartments involving hundreds of meetings and thousands of email and telephone communications. Beyond this, she was an integral part of making sure each apartment was completed as specified by performing a rough-in punch list, a final punch list and a final walk through for each apartment. Punch lists identify for the contractor items that are incorrect or shy of our quality standards.

In March, Nicole Smith took over the reins of the Purchasing Department. Nicole immediately began a purging and reorganization of existing inventories. A temporary expansion of Central Supply took place specifically designed to insure against shortages and as a pre-cursor to new methodologies to be used upon occupancy of the NT. In addition, Nicole was instrumental in acquisitions of owner supplied materials for the NT. Finally, Nicole was also trained as one of our fork lift operators.

Beyond preparation for the NT, the FM team completed over 15,700 work orders in 2019 and performed over 27,800 hours of housekeeping services. Additionally, new carpeting was installed in the guest rooms, new routers in all of the South Tower apartments, upgrades were performed to the Cultural Arts Center audio-visual systems, major upgrades were made to the main Central Tower mechanical room and phase 2 of Door Access Control was implemented. Over a dozen existing apartments went through a refresh or refurbishing in preparation for new resident move-ins. Finally, a new fork lift was purchased to assist in the receiving, processing and warehousing of supplies, furnishings and equipment.

It continues to be my privilege and honor to lead the 40 employees that currently comprise Saint John's FM team. It is an amazing thing to reflect back on all that this team accomplished in 2019. Allow me to join you in applauding their accomplishments.

Community Impact...



The Episcopal Diocese of Milwaukee



alzheimer's association



MILWAUKEE MUSEUM MILE



ALVERNO COLLEGE
ESTABLISHED 1887

2019 REPORT ON COMMUNITY IMPACT

In 1868, Saint John's was founded as an outreach mission of the Episcopal parishes of downtown Milwaukee acknowledging unmet needs in the community. Our mission of service to older adults continues today enhanced by a wide range of community partnerships positively impacting aging and aging services.

Charitable Care

Saint John's person centered culture ensures our residents, regardless of resources, continue to live in their home for the rest of their lives. Financial support from Saint John's is extended to residents, regardless of where they reside on campus, whose personal resources can no longer fully cover their residency costs. In addition to benevolent assistance, Saint John's participates in the Medicaid program, accepting reimbursement rates far below actual costs of care, for enrolled residents living in skilled nursing. Charitable care in 2019 totaled \$526,000.

	2019	2018	2017	2016
Benevolent Support	\$165,000	\$202,000	\$94,000	\$103,000
Medicaid Shortfall	\$361,000	\$657,000	\$418,000	\$409,000
TOTAL CONTRIBUTION	\$526,000	\$859,000	\$512,000	\$512,000

Workforce Development to Serve Older Adults

As the gap between the number of older adults and those working in aging services continues to widen, Saint John's remains steadfast in our commitment to directly and indirectly support the development and education of persons to serve older adults.

Internally, our robust scholarship program, funded from the proceeds of the thriving Thrift Shoppe and the popularity of Pop-Up Sales, supports current employees enrolled in degree and certificate programs. Educational pursuits for the attainment of knowledge in any field qualify, and applicants are not required to continue employment at Saint John's upon completion of their schooling. We believe a positive employment experience will lead our scholars back to us as their careers advance and keep them connected through referrals of family and friends to live, work or volunteer on our campus. In 2019, twelve employees were awarded \$25,000.

Local students fulfilled their course objectives working with Saint John's residents and staff in 2019. Thirty-two RN candidates from MATC completed their clinical rotation with our nurses on Windsor and Stratford. Dodie Novak supervised an intern completing the practicum for Marquette's exercise physiology program; a Mount Mary student studying food and nutrition shadowed our dietician.

Donna Spars continues to co-chair the Advisory Board at James Madison High School Academy of Health Sciences which offers work internships leading to employment in the health sector. Donna and Resident Kent Mayfield mentored students regarding careers in health care and work with older adults.

In 2019, Aged To Perfection was re-imagined. The original format of the semester long evening class held at Saint John's and co-taught by UW-Milwaukee and our residents was labor intensive. Instructor Rachelle Alioto and resident Mary Beth Petersen designed a hybrid course incorporating on-line content, face-to-face student and resident conversations, and classroom sessions to achieve the community experience so highly valued by our residents. Unfortunately, UW-M decided to continue with an online version without any of the human connection so vital to understanding and appreciating the gift of aging. Reluctant to give up on the opportunity to continue to encourage students to choose careers working with older adults by understanding successful aging and experiencing it firsthand, we sought another educational institution with whom to partner. Through Donna Spars' connections, we have now formed a partnership with Alverno which we anticipate will enable the class to resume late 2020 or early 2021.

Support of Dementia Education, Research, and those living with Dementia

Saint John's has a long standing relationship with the Alzheimer's Association. In June we brought awareness to the fight to end Alzheimer's by participating in "The Longest Day." The event highlights ways in which everyone can improve their lifestyle to reduce the chance of developing Alzheimer's and offers support for those impacted by or caring for someone with Alzheimer's. Additionally, each fall our team, the Saint John's Sparklers, participates in the Annual Alzheimer's Walk which raises funds for research and education.

Saint John's is a site for the monthly gathering of the Alzheimer's Association's local support group, offering a place to talk about care giving challenges and to share a cup of coffee.

Spark! is a cultural arts program using hands-on activities, art exhibits and field trips to art museums to engage persons with dementia and their caregivers in meaningful interactions. In this fifth year of sponsorship, Saint John's welcomed 14 participants, both residents and community members, who engaged monthly with the assistance of staff and volunteers.

New to Saint John's this year is Community Based Residential Facility (CBRF) certification for all employees of Windsor, Stratford and Canterbury. Anne Luther, LifeStreams Manager, developed and leads an intensive session on working with individuals with memory loss. Staff are trained to understand communication and behavior, as well as positive approaches to care among other topics.

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

The Board of Saint John's Communities Foundation stewards the Fund for the Visually Impaired which promotes granting opportunities to local agencies with missions to serve older adults with vision challenges. In 2019, three organizations were awarded a total of \$8,500 to continue serving clients in the Milwaukee community:

- ABLE: Audio & Braille Literacy Enhancement provides alternative ways to read for people with print-disabilities
- Center for Deaf-Blind Persons provides supportive services to minimize the devastating effects of a combined vision and hearing loss upon individuals and families
- VisionFORWARD serves to empower, educate and enhance the lives of individuals impacted by vision loss through all of life's transitions.

Since the inception of this Fund in 2005, a total of \$121,456 has been awarded to qualifying agencies.

In addition, The Board of Saint John's Communities Social Accountability Committee distributed \$15,700 to the following organizations who serve older adults:

- Eastside Senior Services provides support through visits, transportation and performing seasonal chores
- The Alzheimer's Association conducts research and provides education and emotional support services to families living with dementia
- Greater Galilee Missionary Baptist Church offers hot meals and a variety of fitness and educational classes

Saint John's Institute on Aging provided additional monies of \$8,440 to fund an evidence-based series of classes for older adults entitled Aging Mastery organized and led by staff from Milwaukee Area Health Education Center.

...Community Impact

Diversity and Inclusion

The remainder of the distribution from the Social Accountability Committee demonstrated Saint John's commitment to communities of color and the LGBT community:

- MICAH (Milwaukee Inner-City Congregations Allied for Hope) toward racial equality and restorative justice in the Milwaukee Public Schools
- America's Black Holocaust Museum for assistance in opening the Museum
- Wisconsin Black Historical Society to support moving to their new headquarters
- Milwaukee Urban League in celebration of their 100 years of service and to contribute to their ongoing mission of a better quality of life for African Americans through equal opportunity in the workplace
- Pridefest Milwaukee sponsorship of this annual festival
- LeadingAge LGBT Inclusion Reception sponsorship at a national conference of non-profit organizations in the retirement living industry.

Paying It Forward

Twice weekly throughout the year, resident Jim Ballard dropped off carloads of boxes and bags full of toiletry items and gently-used clothing at Repairers of the Breach, a daytime shelter and resource center for Milwaukee's homeless. As Saint John's residents move out or organize their closets, there is a lot of love to share with this worthy organization.

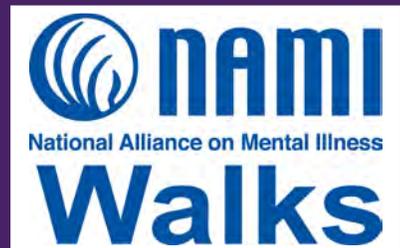
The wheels went round-and-round as resident Holger Petersen made regular runs to Riverwest Food Pantry. This agency benefits from the nonperishable food collected in a bin located in Saint John's Bistro. Holger then heads to Cathedral Square Women's Shelter with donated snacks for women and children staying at the facility. Both organizations received more than 1,000 pounds of items last year.

The International Institute of Wisconsin assists refugees who seek to establish new households in the Milwaukee area. Resident Susan Ploetz facilitated deliveries of unsold donated furnishings and furniture from our Thrift Shoppe to support the mission.

If it's Tuesday, you'll find the Knit Wits with their knitting needles and spools of yarn in the corner of the Bistro making hats, mittens and scarves. In 2019, more than 375 items were shared with homeless families of MPS and with subsidized seniors at Arlington Court. Since 2016, the Knit Wits have donated 2,595 hand-made wooly goods. With an average Tuesday attendance of 12 knitters who spend three hours each week, that adds up to 1,872 annual knitting hours. In addition, the sale proceeds of \$675 from their Holiday Boutique Sale were contributed to Saint John's Communities Foundation Employee Scholarship Fund.

VJS Construction Services generously transported used cabinets, countertops and appliances to Habitat for Humanity. These items are repurposed for homes under construction in the inner city for low-income families.

Saint John's is a proud promoter of United Way's Annual Campaign. Residents and employees contributed nearly \$70,000 to support the services needed to keep Milwaukee clients healthy, financially stable, and safe. Ambassadors, Pat & Allen Rieselbach helped champion the resident effort. We couldn't have done it without them or all the many givers.



Institute On Aging

A HELPING HAND FOR THE COMMUNITY

The Saint John's Institute on Aging launched in May 2018 was one of the gifts given by Saint John's to the Milwaukee community in celebration of its 150th Anniversary. The vision statement of the Institute was, "To create lasting solutions to the negative consequences of poverty, discrimination and chronic health conditions among older adults in the wider Milwaukee community." An Advisory Committee was formed including board members Fr. Seth Dietrich, Judy Moon and Stephanie Stein; community leaders Dennis Conta and Pat Ruttum; and employees Renée Anderson, Sybil Bell, John George and Donna Spars. Chaplain Jana Troutman-Miller was invited to join the Committee in 2019. The Advisory Committee meets regularly and is chaired by resident M. Kent Mayfield who created the Institute concept.



The Committee devoted the first six months of operation to a survey of the services available to older adults in the greater Milwaukee community including a search for opportunities for the Institute. Early in 2019, two working groups were formed to develop projects in the areas of spiritual support/social isolation and development/support of unpaid caregivers.

The Spiritual Support work group forwarded two proposals. The Institute is partnering with the Chaplaincy Innovation Lab at Brandeis University on a national study entitled "CHARGE: Chaplaincy and Research in Geriatric Environments." The study is intended to seek out and promote best practices in chaplaincy within organizations serving older adults as well as in the greater community. The Institute has committed half the cost of an initial gathering of potential partner organizations as well as a portion of the cost of the study. The Chaplaincy Innovation Team is in process of finding the partner organization for the initial gathering.

The second proposal forwarded by the Spiritual Support work group was on social isolation. A working proposal to study social isolation in Milwaukee, a first for the community, is in development with the Center for Urban Research and Learning (CURL) at Loyola University in Chicago. CURL partners with organizations, such as the Institute, to conduct research that leads to action-based outcomes.

The Development/Support of Unpaid Caregivers workgroup forwarded and completed a proposal to fund and partially teach an evidence-based series entitled "Aging Mastery" to people living with early stage dementia and their care partners at the Alzheimer's Association in fall 2019. The series is intended to help individuals learn skills to age well despite chronic illnesses. Attendee surveys stated that the material presented was valuable to them. A second series of "Aging Mastery" is planned in 2020 for residents of Westlawn and Victory Gardens, housing authority buildings the latter of which provides housing for veterans.

Toward the end of 2019 we recognized that the Institute and Advisory Committee would benefit from the expertise of consultants who could help the Institute identify and transition into a next phase of growth. Consilience Group, Memphis was hired based on a strong recommendation and synergies between their purpose statement and the Institute's vision. A first meeting was scheduled for early 2020.

In addition, the Committee continued to expand its knowledge of organizations whose constituents represent the Institute's target demographic through lunch/learns at Greater Galilee Missionary Baptist Church and the United Community Center with additional meetings planned in 2020.

And finally it was recognized that the Institute needed dedicated staff to move forward. Donna Spars, Vice President of Lifestyle, was named to dedicate half her time to provide leadership for the Institute along with Kent Mayfield as chair of the Advisory Committee. Monika Ahal, Executive Assistant, will provide part-time administrative support to the Institute.

Finance



2019: A YEAR OF EVOLUTION AND REBOUND

By Dan Lemminger, Vice President of Administration

Saint John's operational and financial evolution continued while navigating the road to the prodigious Health Center replacement and independent living apartment expansion project ("project").

In 2019 Saint John's:

- Invested approximately \$2.1 million in the Farwell property purchase.
- Expended \$59.9 million in project costs resulting in a December 31, 2019 Construction in Progress balance of \$84.5 million.
- Reported final accelerated depreciation of \$3.7 million for the anticipated replacement of the Health Center.

Saint John's 2019 operational performance remained strong, again sustained by favorable campus occupancy: 1) Tower apartment occupancy rebounded from an inordinate turnover rate during the first 2 quarters to finish at 96% occupied. 2) Canterbury Assisted Living occupancy averaged 94%. 3) Windsor & Stratford occupancy averaged 87.5%, a 4.5% increase over 2018. Additionally, actual 2019 operating expenses finished below budget by approximately \$170,000.

The 2019 investment markets experienced their own rebound from the negative returns of a sub-par 2018 by posting its best annual gain in six years. Saint John's investment portfolio followed suit, experiencing a 2019 return of 18.1% after a 2018 return of -5.1%. The Foundation's investment portfolio experienced similar fortune with a 2019 return of 19.4% as compared to 2018's -7.7%. A long-term investment strategy combined with strategic diversification adequately positions the Saint John's and Foundation portfolios to withstand these market fluctuations.

In February, Saint John's BBB- credit rating was affirmed by Fitch Ratings. The rating included a "Stable Outlook" designation which acknowledges Saint John's consistently strong occupancy and operating results. Saint John's remains one of only three investment-grade rated senior living communities in Wisconsin. 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 2019, Saint John's continued to reinvest in its most valuable resource – our staff – through competitive wage increases averaging 3.0%, an increase in the merit bonus, continuation of very affordable health insurance, significant investment in staff education & professional development and the Farwell property purchase which served to secure free employee parking.

On March 30, 2020, 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 continual direct-care cost growth with cost containment measures in other operational areas and 2019's 3% rate increase, as recommended by the actuary.

On April 7, 2020 Wipfli issued an unmodified ("clean") audit opinion, opining that the December 31, 2019 financial statements "present fairly, in all material respects, the financial position of Saint John's Communities, Inc. and Subsidiary."

Saint John's is dedicated to "steady, consistent stewardship" of Saint John's financial resources – a responsibility shared by all members of the Saint John's team. Our fiscal mission today and always: to preserve Saint John's financial health for current and future generations of Saint John's residents through fiscally responsible decision-making and efficient utilization of the organization's resources.

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.

¹ www.cnbc.com/2020/01/02/the-2019-stock-market-was-up-big-dont-fall-prey-to-its-banner-year.html

Finance

BALANCE SHEETS / DECEMBER 31, 2019 & 2018

	<u>2019</u>	<u>2018</u>
ASSETS		
TOTAL CURRENT ASSETS	7,686,426	6,455,083
INVESTMENTS	60,352,229	108,264,637
PROPERTY, PLANT & EQUIPMENT, NET	147,807,666	92,771,344
DEFERRED FINANCING AND MARKETING FEES	2,093,878	2,654,136
INTEREST IN SAINT JOHN'S COMMUNITIES FOUNDATION	8,181,733	6,945,736
INTEREST IN SUBSIDIARY	74,998	74,998
TOTAL ASSETS	<u>226,196,930</u>	<u>217,165,934</u>
LIABILITIES AND NET ASSETS		
TOTAL CURRENT LIABILITIES	11,256,999	11,189,129
DEFERRED REVENUE	61,766,435	58,673,985
LONG-TERM DEBT	141,923,724	138,693,752
TOTAL LIABILITIES	<u>214,947,158</u>	<u>208,556,866</u>
NET ASSETS	<u>11,249,772</u>	<u>8,609,068</u>
TOTAL LIABILITIES AND NET ASSETS	<u>226,196,930</u>	<u>217,165,934</u>

STATEMENTS OF OPERATIONS / YEARS ENDED DECEMBER 31, 2019 & 2018

	<u>2019</u>	<u>2018</u>
REVENUE, GAINS AND OTHER SUPPORT		
TOTAL RESIDENT REVENUE	18,853,641	18,075,197
INVESTMENT INCOME	1,183,807	2,260,026
UNRESTRICTED CONTRIBUTIONS	175,596	149,536
OTHER	1,623,827	1,607,276
TOTAL REVENUE, GAINS AND OTHER SUPPORT	<u>21,836,871</u>	<u>22,092,035</u>
OPERATING EXPENSES		
DIRECT CARE, SUPPORT SERVICES & ADMINISTRATION	15,920,145	14,991,361
INTEREST	1,909,255	1,966,077
TOTAL OPERATING EXPENSES	<u>17,829,400</u>	<u>16,957,438</u>
GAIN (LOSS) FROM OPERATIONS	<u>4,007,471</u>	<u>5,134,597</u>
CHANGE IN UNREALIZED GAINS & LOSSES	6,003,436	(4,130,448)
DEPRECIATION AND AMORTIZATION	(9,132,142)	(8,663,153)
GAIN ON DISPOSAL OF FIXED ASSET	(89)	197
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	<u>878,676</u>	<u>(7,658,807)</u>
CHANGE IN RESTRICTED ACTIVITY	1,762,026	34,251
CHANGE IN NET ASSETS	<u>2,640,702</u>	<u>(7,624,556)</u>

An audited financial report is available upon request.

Philanthropy

A CULTURE OF PHILANTHROPY FOSTERS JOYFUL GIVING

By Sybil Bell, Director of Philanthropy



FROM 1868 TO TODAY

Donors and volunteers remain solid cornerstones of Saint John's vibrant and caring community, just as they were in our humble beginnings 151 years ago. It is with their continued generous support that brings us to our sound financial position today.

REPORT ON GOALS

The Office of Philanthropy acknowledged \$662,616 in combined charitable gifts to Saint John's Communities and the Foundation on a goal of \$520,500 for an achievement of 127% of goal.

Contributions to Saint John's Communities totaled \$394,374 on a goal of \$445,000; with the addition of pledges toward capital projects totaling \$33,300, 96% of the goal was achieved. Of note, is \$176,260 gifted to the Employee Holiday Fund from residents, families and board members – making a most powerful gesture of appreciation for "service excellence" provided by staff.

In total, Saint John's Communities Foundation was the recipient of \$269,242 on a goal of \$75,500 for 357% achievement. The modest 2019 goal was set to acknowledge that previous years were heavily focused on campaigns. But, wow, we were shown our donors give with great joy. Contributions, coupled with favorable market conditions, increased the Foundation's assets by more than a million dollars from the prior year, closing 2019 at \$8.25M – the highest balance ever recorded in the Foundation's 37-year history. It was and is a big moment.

As the culture of philanthropy message continues to be fostered, contributions have increased annually. We are grateful to our founders, our residents, our volunteers, and all our donors whose generosity makes a profound statement on the belief in the power, the relevance, and the significance that charitable giving has to further excellence at Saint John's.

Please note that the 2019 Saint John's Communities Foundation Annual Report is a separate document published concurrently with the Saint John's Communities Annual Report. There you will find a listing of all our contributors.

THIRD ANNUAL SYMPOSIUM ON AGING

The purpose of this signature event is to advance the study of aging, to explore new understanding and to share collective wisdom.

The 3rd Annual Symposium On Aging in March featured notable faculty and authors focused on the theme

CREATIVE AGE: Imagination. Insight. Wisdom. The 225 participants gained perspective into the value of creativity in late life as well as the recognition that the losses and difficulties of longevity offer unique lessons. These topics had wide appeal for professionals who serve older clients and for our residents, board members and staff.

Spirituality & Aging Symposium



(From l to r) Associate Dean of All Saints Cathedral, The Very Rev. Steven Peay, Ph.D.; Symposium Chair and resident, Kent Mayfield; Keynote Speaker and author of *Care of the Aging Soul*, Thomas Moore; and Saint John's Chaplain, Jana Troutman-Miller.

Philanthropy

JOYFUL CELEBRATION

The Office of Philanthropy loves to celebrate, and each year sponsors three events.

- In this 35th year of the Scholarship Awards Program, Saint John's helped student-employees advance their education with financial support. Revenue from Saint John's Thrift Shoppe and gifts to the Scholarship Endowment Fund have increased annually to keep pace with skyrocketing tuition rates. In August, awards of \$25,000 were granted to twelve qualified candidates who shared personal stories and words of gratitude. The Scholarship Committee with Lloyd Lewis, Mary McAndrews, Chuck Cruse, and staff members Keshia Exum-Pryor, Sybil Bell and Mary Przybylski were inspired by the applicants who juggle school, family, work and so much more. We salute their educational pursuits and thank all our supporters.
- Our September event acknowledged the contributions of those who give their time. The annual Volunteer Appreciation Event was, as always, a full house. More than 80% of Tower residents serve on 55 committees or in volunteer positions. Many of these dedicated individuals also extend their outreach to other worthy organizations like Our Next Generation, Repairers of the Breach, and River West Food Pantry, among others. We shout-out a big THANK YOU to our volunteers whose efforts greatly impact our community.
- Each November, the Foundation hosts a Legacy Society & Top Donor Event to honor those who have arranged for legacy gifts in their estate plans, as well as those donors whose lifetime giving exceeds \$10,000. The 2019 event brought together 101 attendees to hear our expression of heartfelt gratitude. At year's end, planned gifts totaled \$1.1M—remaining strong at similar values of 2018 and 2017, as some were added and some were distributed—and climbing steadily from \$955,094 in 2016. These visionary donors enrich the present and enhance the future of Saint John's.



(Above) Scholarship Award Winner Mimi Wilson pictured with Mary Przybylski.

(Below) Eleven scholarship recipients who attended the August Award Ceremony.



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.

Saint John's Communities, Inc.

Board Officers

W. Stuart Parsons, Chair
Polly Walker Beal, Vice Chair
Deborah G. Conta, Secretary
John A. Mellowes, Treasurer

Board Members

Kathy Armbruster
Diane Beckley
M. Lee Coppernoll
John R. Dawson
The Rev. Seth A. Dietrich
Sanford Fedderly, Resident
Kathryn J. Housiaux
Michael T. Malatesta
The Rt. Rev. Steven A. Miller, Bishop
of the Episcopal Diocese
Judith T. Moon
Stephanie Sue Stein
Robert F. Taylor, Resident

Corporate Officers

Renée Anderson, President & CEO
Donna Spars, Vice President of Lifestyle

Saint John's Leadership Team

Sybil Bell, Director of Philanthropy
John George, Health Care Administrator
Keshia Exum-Pryor, Director of Human Resources
Melissa Geszvain, Director of Dining Services
Luci Klebar, Director of Sales & Marketing
Dan Lemminger, Vice President of Administration
Mike Lingle, Vice President of Facilities
Mary Milliren, Vice President of Health Services

Saint John's Communities Foundation, Inc. Board

Renée E. Anderson, President
Sara E. (Patsy) Aster, Resident
Sybil A. Bell, Secretary
Polly W. Beal, Corporate Board Designee
Susan Wright Brennan
Dan A. Lemminger, Treasurer
Alice P. (Lloyd) Lewis, Resident
Richard H. Miller, Resident



Thank You to the 2019 Board of Directors

Ethics Committee

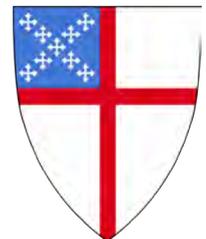
Jana Troutman-Miller, Chair
Renée Anderson
Patsy Aster
Sybil Bell
Meighan Bentz
John George
Susan Kopesky
Mary Kunze
Mary Milliren
John Sanidas, M.D.
Kristen Tym
Kathie Vint

Resident Committee Chairs

Concerns/Complaints: Jeanne Durnford,
Barbara Byer and Susan Ploetz
Facilities: Tom Briscoe
Food: Cheri McGrath
Garden & Landscape: Susan Mazza
Green: Sheila Larkin
Health: Joanne Barndt
Library: Rita Rochte
LifeStreams: Kent Mayfield
Newcomers: Juanita Mast and
Greg McCarthy
Nominating: Pat Busalacchi
Volunteer: Angie Kopf
More of Our Story: Bobbie Schmitt

Tower Resident Council

Jeanne Durnford, Chair
Barbara Byer, Vice Chair
Susan Ploetz, Secretary
Anne Brooks
Sandy Duffy
Inez Gilbert
Judith Goetz
Sue Hoaglund
Moni Hopwood
Eve Lipchick
Juanita Mast
Mary McAndrews
Greg McCarthy
Wes Schaum
Elaine Schueler
Nancy Snyder
Mary Spyers-Duran
Mary Stefaniak
Martha Vogel
Jane Ziol



All Listings Current as of May 2020