



2009 Annual Report

“The need hasn’t changed.”

That’s the answer that our trustees and senior staff surmised when we kept asking ourselves the following question:

As the economy transitions through this re-set, is there still a need for the following:

- *a top-notch early learning child care provider*
- *a senior services provider that offers the full continuum of care with seamless transitions because the current system is so fragmented and frustrating for families.*

Yes, we still believe all those needs are still there at both ends of the age spectrum. We still believe that families want to be able to depend upon an organization that can deliver.

As you will read in this year’s annual report, Martha & Mary definitely delivered in 2009 but we were not without our own challenges given the new economic landscape for us and those we serve.

We were fortunate to receive several grants this past year for physical plant improvements one of which was to expand our rehabilitation offerings, a second to start needed renovations on our original child care center, and a third to upgrade our senior living independent apartments. Even though we raised \$306,489 from the community in 2009, our donations dropped by 14% from 2008. This

was an all too familiar experience for most not-for-profit organizations across the country.

The economy affected Martha & Mary in other ways as well. With less parents employed and the hospitals not quite as busy, we experienced challenges with both enrollment and census during the past year. All the while, the mission of service to families and individuals requiring financial assistance continues to increase the amount of uncompensated care provided through the organization’s programs.

Being able to deliver on our promise to the community but with less financial resources to do so, has required some adjustments. The commitment of our 500+ employees has been instrumental in allowing us the ability to navigate some of the challenges in this new financial landscape. Martha & Mary has not gone down the road of large scale layoffs but we have reduced expenses in many other ways (wage cuts, wage freezes, benefit reductions, reduced hours, and some layoffs). Our employees have embraced and supported the philosophy of *let’s do what’s needed to maintain quality with the kids and care at the bedside.* (In other words, everyone on staff sacrifices a little bit so hopefully the customers we serve don’t have to sacrifice much at all.)

A new era began for Martha & Mary in 2009 as we invested in the acquisition of a home care agency based in Port

Orchard, Angel Advocates. **Yes, it’s official...we are now in the home care business!** The reach of Martha & Mary changed overnight as we now find ourselves caring for families from Gig Harbor to Fox Island to Bainbridge Island (and many points in-between). The reviews that we’re getting from customers are positive and we feel so blessed that the leadership and staff of the Angel Advocates team is helping us expand our mission and diversify our services. (Selecting a permanent name for the home care program is one of the announcements that will come later in 2010.)

With challenging financial conditions and changing demographics in this region, it continues to be a critical time for us to steer our way into a new future - a future that is more balanced with new housing options as well as more home and community based services. These are elements of the formula for success that we believe will be necessary to continue to deliver on those needs that continue to exist in our communities.

2010 will prove to be another exciting year as we set our course for the next decade.

On behalf of all the Trustees and staff, thank you for all your support.

Susan Gitch
Sue Gitch, President

Chad Solvie
Chad Solvie, CEO

bridging generations, enriching lives

12 child care centers serving
1,385 children resulting in
112,480 child care days in 2009

Between 30-40 percent of all
children served are from families
receiving state assistance

One of the largest employers
in Kitsap County with over
500 employees and over a \$13
million payroll

Over 64% of all seniors served
qualify as low-income

National Campaign - Hometown Effort

First Lady Obama is making healthy kids her priority. "We want to eliminate this problem of childhood obesity in a generation. We want our kids to face a different and more optimistic future in terms of their lifespan." The far-reaching, nationwide campaign called "Let's Move" calls for a myriad of initiatives that target what Obama calls four key pillars: 1) Getting parents more informed about nutrition and exercise, 2) improving the quality of food in schools, 3) making healthy foods more affordable and accessible for families, and 4) focusing more on physical education.

In 2009, Martha & Mary began our



own journey of starting to further compliment these national efforts for our local communities. We partnered with the USDA and began offering the Simplified Summer Feeding program. This program is offered at our two elementary school sites to *any child* - not just those that are in our programs. Our aim is to help remove one of the roadblocks to the learning process...hunger. Research shows that lack of nutrition during summer months may set up a cycle for poor performance once school begins again. Not to mention that hunger may make children more prone to illness and other health issues.

This is the first of many steps that Martha & Mary will be taking to ensure that the little people in our care are growing up to be healthy kids with sound habits.

School Readiness is an important focus area for early learning providers like Martha & Mary. Research shows that all kids do better when the staff is consistent and the staff is actively engaged in early learning curriculum programs themselves. We're proud to say that:

- 23 staff have received their Child Development Associate certification in the past 2 years
- More than 85% of the staff are now moving forward on a formal education pathway as early child care professionals
- In three years we've seen annual turnover rates drop significantly

Rehab Expansion Allows For Exciting New Programs

To many visitors, the Rehab expansion that took place this past year at Martha & Mary is exciting because it's a showcase

"I just wanted to express my long overdue thanks. I wish that I knew everyone's name so that I could thank them personally. M&M hires great people who really care."

The Robertsons of Poulsbo

for what the new décor and appearance will be for Martha & Mary going forward. However, to the clinicians working on the inside they know the most exciting benefit isn't the décor, it's the new programs that Martha & Mary can now offer to our patients.

"The expanded facilities along with state of the art medical technology like Accelerated Care Plus (ACP), have created a whole new world of possibilities for our staff and our patients. We could literally see the difference within about two weeks of moving into the new space." says Kristin Dolen, Director of Rehab Services.

The new rehab suite offers expanded opportunities for the patient to focus on and prepare for "home readiness" with the addition of modern homelike amenities and bathing facilities. The new enhanced treatments from ACP offer non-invasive and medication-free programs for the following conditions:

- Pain management & Wound Care
- Inflammation & knee osteoarthritis
- Rehab following joint replacement
- Neuromuscular re-education
- Contractures & rheumatoid arthritis
- Urinary incontinence
- Fall prevention
- Stroke recovery.

"The science behind the evidence-based medicine was pretty clear

to everyone that had studied it, but the clinical team was also confident that the new programs would pay for the expansion itself in less than 9 months.” says Rob Gelder, Director of Fund Development. “We wrote a proposal to the Seattle Foundation - C. Keith Birkenfeld Memorial Trust about a worthy not-for-profit that had an idea for a high-yielding project and they agreed to help support the renovation. I’m thankful their insights were correct but the overall organization is equally lucky because the financial gains will help blunt a portion of the government cutbacks which will be significant for our organization.”

“As a clinician, there’s a natural sense of excitement that comes with new spaces, enhanced training, or cutting edge technology. 2009 was special for our Rehab Department staff because we got the experience of all three. Good things are happening here!”

Sarah Henesey, Lead Occupational Therapist

“Having just spent a week in Martha and Mary’s rehab, I am free and at home to think about and appreciate the fine care and healing I received from many very professional persons. The caring attitude was contagious and my roommate and I were fortunate to have received the very best care...Thanks for the fine care and rehab.”

Rev. Jerome “Jerry” Turner

In 2009, 348 volunteers supported our mission with 17,252 hours valued at over \$148,000!

Home Care: Listening to Our Elders

Certainly there are trends occurring in the world of home care and the care provider industry is watching closely. Why are these trends important? According to the National Institute on Aging, people age 65 and over will outnumber children under the age of 5 for the first time in history, and it’s unlikely to ever reverse.

It’s no surprise that the trends we’re seeing will have a bearing on the increasing need for care providers, trends such as:

- Life expectancy for the average 65 year old is now 84
- Chronic (and often multiple) diseases are a growing burden on families and on the current health system
- Families are smaller, limiting the number of family caregivers available
- Economic factors indicate an increase in elders remaining in the workforce, limiting their ability to provide quality care for a loved one.

We must also listen carefully to our aging population when they say they want to remain at home and age in place, with access to resources that allow them that privilege. Home care is one of those valued resources. When families make the decision to utilize home care, the overall health care cost is lower; there is evidence of faster recovery and better outcomes from injury, surgery and illness; there are fewer hospitalizations; there is improved mental health. All of this adds up to improved quality of life for our elders and their family members.

And what lies ahead? A foreseeable rapid growth in the number of care providers will lead to more regulatory requirements



and oversight. It also means a greater choice of home care providers, which in turn increases the need for caring and well trained caregivers. Technology, too, will be looked at as a higher priority: electronic record keeping, automated scheduling systems, various alert systems and point of care opportunities.

In planning for the current and future needs of our elders, Martha and Mary is listening carefully to their needs and their desire to retain independence with dignity, and has recently acquired Angel Advocates, a home care company dedicated to serving seniors and their families.



“Our family thought very highly of the children’s programs, so when I saw that Martha and Mary now has Home Care, I talked to my Mom about calling them for help. Mom signed on, and we find Angel Advocates to be the high caliber program we expected based on our previous experience. The caregiver they introduced to us is perfect for Mom; they’re a perfect match and Mom just loves her!”

Improving Outcomes - Reducing Costs

Healthcare reform took a significant part of the national media attention in 2009. Whether debating national policies or discussing local realities, the issues are the same:

- How can the healthcare system reduce costs?
- How can the healthcare system get better quality outcomes?

Martha & Mary has been excited to be on the leading edge of innovation in this region as we've tried to deal with these issues as they specifically relate to the long-term care part of the healthcare system. The innovation has come as a result of our partnership with Evercare and now our ability to offer Evercare's unique program of specialized case management and Nurse Practitioner services to our families.

"It's a win-win-win model." says Holly Shepherd, Administrator of the Health & Rehab Center. "The families benefit by having extra support, additional case management and enhanced communication without having to change their primary physician. The local physicians that have chosen to participate are benefitting because they get extra staff support that eases their workload without having to suffer financially. Finally, Martha & Mary also benefits because we have the Evercare Nurse Practitioner consistently in the building. We've been able to implement many of their best practices and clinical pathways for the residents we serve."

The Evercare model is geared for long-term residents as opposed to short-term rehab residents and the program is completely voluntarily. There are not open enrollment periods so families can enroll or disenroll at any time. Satisfaction

has been excellent. In the 18 months the program has been in place we've had over 74 residents sign-up and only one has chosen to disenroll.

According to Evercare Nurse Practitioner at Martha & Mary, Denise Duble, "The key to our model is the Nurse Practitioner management of our residents along with preventative practice measures that reduce unneeded hospitalizations and stressful transfers to the Emergency Department. The competency of the clinical team at Martha & Mary has allowed the model to work very well here. The Evercare program started out as a small demonstration project in 1987 back in Minnesota. The program has proven that clinical outcomes improve while costs could be decreased. The research is now overwhelmingly clear and the program continues to achieve what it was designed to do."

2009 Financials Statements

Martha & Mary Consolidated Information

Including Martha & Mary Health Services, Children's Services, Ebenezer Services, Home and Community Services, and Lutheran Services

Statement of Financial Position

Assets

Current	\$6,780,497	34%
Property & Equipment, net	10,960,582	55%
Reserves and Restricted Deposits	801,923	4%
Beneficial interest in Trust	793,924	4%
Other	573,026	3%
Total Assets	\$19,909,952	100%

Liabilities and Net Assets

Liabilities

Current	\$1,291,826	6%
Long term debt	16,696,204	84%
Other liabilities	79,293	<1%
Total Liabilities	18,067,323	91%
Net Assets	1,842,629	9%
Total Liabilities and Net Assets	\$19,909,952	100%

Statement of Activities

Revenue

Resident care	\$15,608,186	79%
Children's tuition	2,612,713	13%
Misc services and fees	385,649	2%
Contributions and grants	379,973	2%
Rental income	269,195	1%
Other income	342,222	2%
Home Care Services	39,313	<1%
Total Revenue	\$19,637,251	100%

Expenses

Salaries & wages	\$10,639,614	54%
Employee benefits	3,052,477	15%
Supplies	1,889,163	10%
Utilities, Insurance, and other	1,623,201	8%
Depreciation and amortization	1,060,649	5%
Interest	946,281	5%
Professional services	610,185	3%
Total Expenses	\$19,821,570	100%

Martha and Mary Donors

Thanks to our Donors between January 1, 2009 and December 31, 2009

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Kitsap Regional Coordinating Council
The Seattle Foundation - C. Keith Birkenfeld Memorial Trust

President's Society \$5,000 - \$9,999

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