



2012 ANNUAL REPORT

MARTHASM
& MARY

Connections

Mission Statement

Martha & Mary provides quality, compassionate care and intergenerational experiences for children, adults and seniors regardless of faith, ethnicity or economic status. We do this in a Christian manner by offering those we serve caring rehabilitation, a safe place to grow and learn and an opportunity to live with dignity, honor and individuality.

FOUNDED 1891 IN POULSBO, MARTHA & MARY HAS SERVED WEST PUGET SOUND'S CHILDREN, ADULTS AND SENIORS FOR MORE THAN 122 YEARS, TREATING THOSE WE CARE FOR LIKE FAMILY.

IN 2012, THIS MEANT PROVIDING CARE OR SERVING MORE THAN 2,300 PEOPLE—FROM CHILD CARE AND EARLY LEARNING PROGRAMS TO LONG-TERM CARE, REHAB AND SENIOR HOUSING.



2308
PEOPLE SERVED

Children and adults



590
EMPLOYEES

Seventh largest private
employer in Kitsap
County

From our CEO

Dear Friends,

Looking back on 2012, I marvel at the many ways Martha & Mary is woven into the fabric of life here in the West Sound region. Every day a remarkable assortment of individual connections come together in a tapestry of support for our ever-growing clientele of families—both young and old. Adapting to the changing needs of our community has kept our care and service relevant for more than a century.

As a member of the team of staff, trustees and volunteers that puts our mission into action every day, I'm proud that our work continues to be recognized for its generosity and its high quality. On the following pages, you will see how our people and their achievements express our commitment to access and excellence. Please join me in celebrating these milestones attained over the past year:

- Awarded *Best of Home Care* and *Leader in Excellence* by Home Care Pulse, placing Martha & Mary AT HOME among the top 15 programs in the nation for quality and customer satisfaction;
- Achieved an 8.4% annualized 30-day re-hospitalization rate in our REHAB program—one of the lowest in the region;
- Celebrated the ground-breaking of our Village Green Senior Apartments in Kingston;
- Partnered with the Bremerton Housing Authority to assume management services for their Bay Vista Commons campus in Bremerton;

- Provided training programs to help a record number of teachers, teaching assistants and caregivers become certified to begin early learning and health care careers here in Kitsap County.

While we're proud of our community ties, we're even more grateful for the trust and support that has been shared with us at Martha & Mary. The financial, volunteer and prayerful assistance we receive helps advance our mission, inspiring us to continue pursuing increased access and enhanced quality in all that we do.

As we continue our mission into the future, the Martha & Mary team is truly excited to continue serving our friends, neighbors and loved ones in our community.

Thank you all for such a strong connection!



Chad Solvie, CEO



Community Ties

At Martha & Mary, our community ties are deeply knit into the lives of those who call the Kitsap Peninsula home. We began with a thread of hope and a desire to help local families—offering shelter to children who'd lost their parents, or whose parents' work in the fishing and lumber industries took them away for long periods.



Today, more than a century later, we continue to care for people at the most vulnerable stages of their lives—the very young and our elders. In fact, the people we are close to—from employees and volunteers to children and adults in our care—represent a significant portion of our community—

one of every hundred directly, and as many as one in ten when you add up the impact of that assistance.

The services we offer form a safety net, whose warp and weft lovingly support thousands of families each year. For parents of small children who each work outside the home, it's security in knowing their children are nurtured and guided. And for sons and daughters of aging parents, or spouses of rehab patients, it's peace of mind because loved ones are in a safe, caring place. People of all ages rely on Martha & Mary's comfort and care—and this kind of connection keeps our community ties strong.

444
VOLUNTEERS
with 20,956
hours of service

COMMUNITY PARTNERS

Olympic College, Kitsap Mental Health Services, Hospice of Kitsap County, Group Health, Evercare, Franciscan Health System, Jefferson Healthcare and Harrison Medical Center

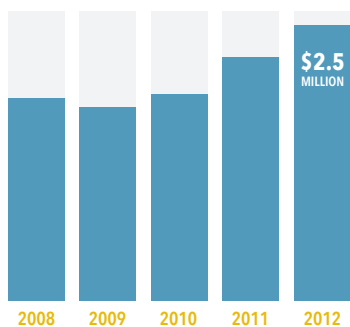


Social Accountability

WHERE MARTHA & MARY'S MISSION MEETS COMMUNITY NEEDS

Social accountability helps an organization like Martha & Mary measure our commitment to mission, stakeholders and society. As a non-profit with 122 years of community connections, we are not driven by daily pressure

Underfunded care trend at Martha & Mary



and easing the minds of those who love them. Ensuring excellent care for each and every person we serve is our

to increase our “bottom line” for owners, investors or shareholders. Quality, not earnings, is the barometer of our efforts.

As we fulfill our mission, we help build a strong and compassionate community—supporting those in need of care

first order of business. Our commitment to mission means we do this regardless of their ability to pay.

For every four families whose children deserve a great start, one of them needs a little help. And for every senior in need of care, or adult in need of rehab, many more cannot afford it. In 2012, Martha & Mary provided more than \$2.5 million in undercompensated care for financially disadvantaged seniors and kids. Investing in the well-being of our region’s most at-risk residents is one of the truest measures of our mission in action.

TRAINING A COMMUNITY IN CAREGIVING

Training provides our community with a passionate, caring and professional work force of certified Nursing Assistants, Home Care Aides, and Early Learning wage earners and ensures that we continue to offer the best care at Martha & Mary.

- In 2012, Martha & Mary held classes for Nurse Assistant Certification (NAC), Child Development Associate (CDA) certification and home care aides. Martha & Mary is the primary training source for each of them in Kitsap County. We trained 78 graduates in 2012—more than half of whom we now employ.

PROGRAMS THAT NURTURE THE WHOLE PERSON

Programs within Martha & Mary enhance the lives of adults and children through opportunities for social interaction, recreational experiences and educational activities—engaging the whole person in life and learning every day. We reach out to our community with programs by feeding hungry kids who don't get regular meals when school is out, offering support groups for families grappling with a loved one's dementia and connecting generations who don't have as many opportunities to meet in today's busy world.



Martha & Mary KIDS

ADMINISTRATOR CHANGES

Through her work and dedication to excellence, Joanna Carlson, Administrator of Martha & Mary Children's Services shaped the lives of thousands of local children for more than 30 years. Although she retired recently, her legacy of giving kids a great start in life continues.



Tammi Palodichuk, the new Administrator of Martha & Mary KIDS, worked with

Carlson for 12 years. Tammi credits Joanna with teaching her the importance of staff training and the critical role it plays in providing excellent care to local kids.

Former and present Administrators of Martha & Mary KIDS, Joanna Carlson and Tammi Palodichuk, enjoying the 2012 Employee Awards Banquet (tiaras were the theme of the evening for KIDS staff).

1400
CHILDREN

cared for and taught
in child care and early
learning programs





2/3

**MARTHA & MARY
KIDS' STAFF**

have earned Early Learning
Certificates or Degrees

Research indicates that the strongest predictor of effective child care programming is staff training and education. This factor outstrips teacher to child ratios, group sizes and socio-economic status.

Senior Living

Martha & Mary has offered senior housing solutions in our community since 1909. The Ebenezer, perched on Fourth Street in Poulsbo and looking out towards the Olympic Mountains and Liberty Bay, has strong bones and has weathered many renovations and updates. It continues to serve seniors 62 and older with comfortable, independent living apartments.

In 2012, we expanded our reach in the senior living area, taking the first step toward assisted living services through a management agreement with the Bremerton Housing Authority to operate their campus known as Bay Vista Commons. This campus offers the community 72 units of assisted living and memory care services. Martha & Mary is proud to be associated with this unique campus, built as a national demonstration project that offers unparalleled financial security to those it serves.

In last year's annual report, we talked about our joint venture with Shelter Resources, Inc. in Bellevue to create a 35-unit campus of senior independent living apartments at the Village Green in Kingston, WA. In August 2012, more than 70 people gathered for the ground breaking of the Martha & Mary Village Green Senior Apartments. This complex will feature one and two-bedroom apartments for seniors who are expected to move in as soon late fall 2013.





**1 GROUND
BREAKING**

for the Kingston Village
Green senior apartments

**95
RESIDENTS**

in assisted and
independent living

Martha & Mary AT HOME

Since 2009, Martha & Mary has responded to the growing need for supportive services that help elders maintain self-sufficiency and independence. Our family of services, including in-home care, medication management, and



remote emergency response systems, is helping to keep seniors safe and independent in

the comfort of their own homes. The care management program found success in 2012 as it helped families traverse a fragmented healthcare continuum to coordinate support for their loved ones. At the end of the year, the organizational footprint had grown, and Martha & Mary AT HOME is providing services to clients in Gig Harbor, throughout Kitsap County, including Bainbridge Island, as well as parts of Mason and Jefferson Counties.

In 2012, Martha & Mary AT HOME was recognized for our superb in-home senior care with the *Leader in Excellence Award* and *Best of Home Care* from Home Care Pulse, the leading firm in quality assurance for private duty home care. Based on customer satisfaction ratings, these awards reflect our strong commitment to exceptional, personal care for our clients. AT HOME is one of just 42 home care groups in the US to receive the *Leader in Excellence* award and one of just three agencies with this designation in Washington State.





MORE THAN
140,000
hours of live-in care service

Health & Rehab

Martha & Mary's Health and Rehab Center is the only not-for-profit skilled nursing facility in the Kitsap Peninsula. In 2012, we again earned a 5-star rating from the Centers for Medicare and Medicaid 5-Star Nursing Home Compare Program.



The beautiful renovation of the Martha & Mary Chapel,

completed in spring of 2012, was a significant achievement, and the result is nothing less than extraordinary—thanks, in large part to our donors who gave generously to support this important project. Our Facilities Department completed the work in-house and in a very short time, allowing us to make donations go further. The newly modernized room is warm and inviting and features a stunning mosaic cross, new lighting, skylights and window treatments and improved acoustics.

Other changes included the addition of Art Therapy with Pastor Ernie McCluskey to the array of activities offered. Other programs include IGP (intergenerational program), music therapy, pet therapy, woodworking and horticulture. Our Facilities Department also renovated the dining room on the Bay Unit and installed beautiful new pergolas and landscaping in the courtyard just outside the dining area.

55,355
DAYS OF CARE

provided to 510
residents and
patients



From left to right: The team who led the Chapel renovation—Pastor Ernie McCluskey, Martha & Mary Chaplain, Kory Mathis, Construction Manager and Chris Vernon-Cole, Facilities Director.

Our Rehab services also made a big impact in 2012, serving 306 patients and getting three of every four back home following their stays. These patients made up 60 percent of the clientele we served, and our hospital readmission rate was truly something to celebrate—just 8.4 percent—which is less than half of state and national averages.

2 CUSTOMER EXPERIENCE AWARDS

from Pinnacle, a customer satisfaction measurement firm, in the areas of Nursing Services and Laundry Services



Locations

MARTHA & MARY KIDS

Child Care Center, Poulsbo

100-child capacity child care center for infants, toddlers and preschoolers.

Children's Learning Center, Poulsbo

53-child capacity preschool and Kindergarten.

Early Learning Center, Silverdale

149-child capacity child care center for infants, toddlers and preschoolers, before and after school care program, preschool and Kindergarten.

Before and After School Care Program, Silverdale, Poulsbo and Kingston

On-campus programs at nine area elementary schools throughout Central and North Kitsap School Districts.

MARTHA & MARY SENIOR LIVING

Bay Vista Commons, Bremerton

72-unit assisted living apartment and memory care campus for seniors.

Ebenezer Retirement Apartments, Poulsbo

24-unit independent senior living campus for residents age 62 years and older.

Village Green Senior Apartments, Kingston *(opening Fall 2013)*

35-unit independent senior living campus for residents age 62 years and older.

From left to right: Chad Solvie, Martha & Mary CEO, Jim Rowson, Martha & Mary Board of Trustees President and Commissioner Rob Gelder break ground on the Village Green Senior Apartments in Kingston.

MARTHA & MARY HEALTH AND REHAB CENTER

Health and Rehab Center, Poulsbo

190-bed skilled nursing facility provides short-term rehab, memory care, palliative care and long-term care.

MARTHA & MARY AT HOME

AT HOME Headquarters, Port Orchard

Caring for clients from Gig Harbor to Bainbridge Island and Jefferson/Mason Counties.



Giving Thanks

Martha & Mary is the grateful recipient of many gifts from our friends, neighbors, employees and others who believe in our mission.

BENEFACITOR SOCIETY

Kitsap County

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First Lutheran Church
Our Saviour's Lutheran Church
Peace Lutheran Church
Port Madison Lutheran Church
Silverdale Lutheran Church
Vinland Lutheran Church

MARTHA & MARY 2012 TRIBUTES

*Martha & Mary is the grateful
recipient of many tribute gifts
in honor and remembrance of
loved ones.*

Delfin D. Arreola
Floyd Franklin Barnes
Milt Benson
Gerry Brandt
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Natalie Bryson

Theresa Champion

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Marlene LeMire
Carin Nelson
Teresa Peterson
David and Stephanie Prado
Leon and Norma Thomas
Pamela Weatherill
Kaycie Wood

Martha & Mary makes every effort to ensure the accuracy of our donor listing each year. If you have been listed incorrectly, omitted, or otherwise inaccurately represented in this list, please accept our apologies and bring the error to our attention by calling 360.394.4004.

Fully tax deductible gifts include contributions of cash, stock and real estate or actualized planned gifts received in the calendar year referenced in this listing. Per IRS guidelines, gifts in which the donor receives a tangible benefit (event registrations, event purchases, raffle sales, etc.) are not fully tax deductible.

Financials

STATEMENT OF FINANCIAL POSITION, December 31, 2012

Assets

Current	\$ 6,316,347	30%
PP&E	\$ 11,522,797	55%
Reserves & Restrictions	\$ 1,099,186	5%
Beneficial Interest in Trust	\$ 848,502	4%
Goodwill	\$ 797,067	3%
Other	\$ 544,962	3%
Total Assets:	\$ 21,128,861	

Liabilities & Net Assets

Liabilities

Current Liabilities	\$ 2,160,838	10%
Long-term Debt	\$ 16,639,100	79%
Other Liabilities	\$ 31,723	<1%
Total Liabilities:	\$ 18,831,661	

Net Assets:	\$ 2,297,200	11%
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Total Liabilities and Net Assets:	\$ 21,128,861	
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STATEMENT OF ACTIVITIES

Revenue

Resident Care	\$ 14,482,209	69%
Children's Tuition	\$ 2,368,268	11%
Home Care Services	\$ 2,471,991	12%
Management Services	\$ 684,888	3%
Miscellaneous Services and Fees	\$ 501,930	2%
Rental Income	\$ 268,644	1%
Other Income	\$ 171,663	1%
Contributions and Grants	\$ 163,531	1%
Total Revenue:	\$ 21,113,124	

Expenses

Salaries and Wages	\$ 12,334,126	59%
Employee Benefits	\$ 3,151,364	15%
Supplies	\$ 1,705,879	8%
Depreciation and Amortization	\$ 1,060,832	5%
Utilities, Insurance and Other	\$ 1,391,737	7%
Interest	\$ 657,079	3%
Professional Services	\$ 730,567	3%
Total Expenses:	\$ 21,031,584	

Change in Net Assets: **\$ 81,540**

Leadership

ORGANIZATIONAL LEADERSHIP

Chad Solvie, *CEO*

Tammi Palodichuk, *Administrator*
Martha & Mary KIDS

Ben Sponsel,
Interim Finance Director

Randy Hardin, *Administrator*
Martha & Mary AT HOME

Paula Rimmer,
Director of Development

Holly Shepherd, *Administrator*
Martha & Mary Health Services

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Vice President

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Ben Borson

Martha Droge

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Dave Gitch

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Steve Maxim

Robert Nichols

Mary Polensky

Phil Rockefeller

CONTACT: info@marthaandmary.org • 360.779.7500 • www.martaandmary.org

GENERATION LUNCHEON 2012

Author J.A. Jance Featured Speaker

More than 250 friends and supporters gathered at this year's Generations Luncheon keyed by *New York Times* best-selling author, J.A. Jance. In celebration of all the generations Martha & Mary proudly serves, she shared her special connection to Martha & Mary's Children's Services. Jance, whose two granddaughters were adopted from China, attend a Martha & Mary child care program. "We are so grateful for the support and care they received during and after the transition," said Jance, "it was the second family we needed."

The event, which took place at Kiana Lodge, also featured both live and silent auctions. Thanks to the wonderful outpouring of support by attendees, donors and sponsors, Martha & Mary raised more than



From left to right: Joanna Carlson (Martha & Mary KIDS Administrator), Bill Schilb (Jance's husband), and J.A. Jance at the Generations Luncheon

\$63,000—providing more than \$47,000 in funding for the Campaign of Renewal and nearly \$16,000 toward staff training programs.



19160 Front St. NE, PO Box 127
Poulsbo, WA 98370

Non-Profit Org.
US Postage

PAID

Silverdale, WA
Permit No. 111