



THE FACES OF MARTHA & MARY

We are proud to say that every face in this booklet is a real M&M person: a patient, a resident, a family member, a volunteer, or a staff member.

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*Caregivers attract caregivers and live in a community of love.
They are energized by their caring, fulfilled, and they love life.*

~ Gary Zukav



2015 Annual Report

MARTHA & MARYSM

MARTHA & MARYSM

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.

A circle of care for the circle of life

Our community of caring encircles our neighbors from Gig Harbor to Bainbridge Island to Kingston, across the Hood Canal to Jefferson County, and south to Mason County. Martha & Mary cares for those who need a little extra help, the youngest, the oldest, and the infirm. We offer a helping hand with children's services, rehabilitation, home care, independent and assisted living for seniors, and geriatric care management. If you or your family member needs a little extra care, Martha & Mary will be there.

M&M KIDS:

Infant to school-aged programs to help your child learn, grow, and thrive



M&M REHAB:

Recovering from an accident or surgery, therapists help get you back to your life



M&M AT HOME:

Keeping you in your own home, with just a little extra help from your M&M team



M&M SENIOR LIVING:

Independent, assisted, and memory care—help for seniors to stay as active and healthy as possible



M&M Story

A house becomes a home with love. A town becomes a community with caring.

It can be a smile or kind word offered to a stranger. An umbrella, hastily popped up above a shopper, laden with packages. A door held. A dropped item picked up. And it can be more...

At Martha & Mary, caring is at the heart of everything we do. Everything we plan. Everything we share. It is the core of our business. We offer health care support, of course, but also the kindness of patience as we interact with a child, resident, client, or family member. We pride ourselves in hiring skilled professionals who also possess that extra something—a caring spirit. Our volunteers share that same spirit. You might call it the 'secret sauce' in the M&M experience.



A community of caring.



Is there a sweeter sound than the bubbling laughter of two tiny toddlers, giggling at nothing an adult can see?

Their sheer joy expresses wonder at the most ordinary of objects or events—because to a young child, everything is new and amazing. The adult who helps keep the wonder fresh, who encourages the laughter, who supports the discovery of new experiences and achievements—that is the adult who cares best for a child. And at M&M KIDS, that caring is measurable.

Martha & Mary KIDS participates in Early Achievers, Washington’s quality rating and improvement system. This system provides a common set of expectations and standards to help early-learning professionals better support each child’s development. What does this mean for your child? Here’s one example: Our Children’s Learning Center in Poulsbo has been recognized for Interactions and Environment. We received high marks for the way our teachers and aides create supportive, nurturing relationships, provide instruction, and use materials, activities, and the physical environment to promote learning. Oh, and the kids had a lot of fun, too!



Without community service, we would not have a strong quality of life. It’s important to the person who serves as well as the recipient. It’s the way in which we ourselves grow and develop.

~ Dorothy Height

1,073

Children cared for by Martha & Mary KIDS in 2015.



M&M Story

Caring can be measured in time. Time given without expectation of return. Time donated, time serving, time helping. It can be the nearly 400 people who volunteer at the Martha & Mary Health and Rehab Center, playing games, teaching classes, offering company and entertainment for those whose care will be long term. These volunteers who care by giving their time hold bake sales, run the gift shop, and support our administrative services. They care every day when they give of their time.

Caring can also be what our employees do every day. Pay-checks don’t inspire. People do. People like Lila Dollar, who has worked at Martha & Mary for 31 years. As manager of the environmental services team, she is a compassionate leader who is calm and supportive and connects easily with residents, co-workers, and the M&M community. Lila shares the same values and same caring approach that makes M&M special.



A caring reach to a tiny hand.

MARTHA & MARY RehabSM

Extraordinary advances in medicine have led to enormous advances in quality of life. Athletes compete on artificial limbs. Grandparents join grandkids sledding down a hill. Hip and knee replacements have become routine procedures.

We can—thanks to science—live richer, more active lives, despite an accident or surgical episode. But getting there...well, that's a different story.

And it is part of the story of caring.

Martha & Mary REHAB is the place where patients become 'just people,' thanks to the caring professionals who are dedicated to bringing each and every client to a place of better health, better mobility, and better quality of life.

Highly trained therapists are available on site seven days a week to coach you and coax you to improve. With top-quality equipment and a wellness environment, you have the tools to do the work. In 2015, the REHAB program achieved some of the region's best patient outcomes. We score at the top when it comes to getting you home quickly and keeping you healthy after your REHAB stay.

M&M staff understand the mind-body connection; they nurture it all. Beautiful gardens, delicious meals, books, movies, and activities tailored to your interests—all designed to heal the whole person. The body heals as the mind and spirit join in—at Martha & Mary REHAB, your personal care plan will heal the whole you.

You don't want to be defined by your ailment or injury. This is a time in your life when a trained partner will show you how to recover your mobility, your health, your life. How to get back to you.



M&M Story

Caring can be mission driven. People and organizations are sometimes called to care in some tangible way. For Martha & Mary, we have been the grateful recipients of the financial support from ten Lutheran congregations. Their faith-based outreach has generously led these good people to support our mission for decades. We are proud to work so closely with: **Bethany Lutheran Church, Bainbridge Island; Emmanuel Lutheran Church, Bremerton; Family of God Lutheran Church, Bremerton; First Lutheran Church, Poulsbo; Community of Christ at Memorial Lutheran, Bremerton; Our Saviour's Lutheran Church, Bremerton; Peace Lutheran Church, Bremerton; Port Madison Lutheran Church, Bainbridge Island; Silverdale Lutheran Church, Silverdale; and Vinland Lutheran Church, Poulsbo.**



Caring support for improved health and strength.

MARTHA & MARY At HomeSM

As daily life gets more difficult to manage, many seniors stay quiet. They don't want to share their challenges, because they don't want to leave home.

Home is familiar. Home is safe. Home is comfortable, warm, and routine.

Yet cleaning is more difficult, and sometimes taking a bath means risking a fall. There are medications to take, but that can be confusing. And sometimes the stove gets left on...

These are not people who need a hospital or long-term care. They just need a little help by someone who cares. That is the team at Martha & Mary AT HOME.

Martha & Mary AT HOME has extended its reach through the Affordable Care Act's Health Home Program. It allows the state to provide services and care coordination to Medicare and Medicaid clients who are considered high risk and high cost. This means we are working together with other healthcare providers to reduce the progression of chronic disease, avoid visits to the ER, keep clients out of the hospital, and improve self-management of conditions.

This works well with the M&M AT HOME model of creating a 'plan of care' for each client. This puts the client in control, with our team offering professional guidance and support. The senior stays home, as long as he or she is safe and secure. It's the choice of many older adults—and one we are proud to support.



*A smile is the
light in your
window that
tells others
that there is a
caring, sharing
person inside.*

~ Denis Waitley



M&M Story

Caring can be monetary, whether a direct donation, event support, or a legacy gift.

For those with even a passing knowledge of the art world, Max Hayslette is a familiar name. His paintings are on display in more than 300 private, corporate, and public collections, from the Rockefeller Foundation and Stanford University, to the U.S. Department of State and the Ford Motor Corporation—as well as the Seattle Art Museum. Yet Max calls Kitsap home.

And a significant portion of his work will be left to Martha & Mary, thanks to the generous estate planning of Max and his partner Don Sederholm.

Max Hayslette has had a long relationship with M&M, providing art over the years out of his regard for the organization's mission. In deciding to donate originals from The Northwest Collection to Martha & Mary, and reproduction rights for all those works, Max and Don will leave a tangible legacy for our community.



Caring delivered to your home.

MARTHA & MARY Senior LivingSM

Sometimes, aging neighbors can still live independently... but not quite alone.

Martha & Mary continues to plan for those options. It owns or operates three complexes in Kitsap, designed specifically for seniors. The Village Green Senior Apartments near Kingston's waterfront has 35 one-and two-bedroom thoughtfully designed, sustainably built, and, best of all, affordable apartments, most with stunning views of Puget Sound. The Ebenezer Senior Retirement Apartments are tucked away within the hills of Poulsbo, overlooking beautiful Liberty Bay and the Olympic Mountains, with 24 apartments for residents ages 62 and older who are able to live independently.

In Bremerton, Bay Vista Commons is a unique assisted-living facility that is the first of its kind in the State of Washington. It is a senior living alternative that provides top of the line service to individuals of all economic backgrounds. The idea for Bay Vista Commons grew out of Bremerton Housing Authority's quest to expand its services for seniors and create a campus that provided a community for seniors to age in place and with dignity.

This campus is a model that is being observed nationally for its unparalleled commitment to access, financial security, and quality for seniors from multiple resource backgrounds.

Remember that the happiest people are not those getting more, but those giving more.

~ H. Jackson Brown, Jr.



170

Seniors who called an M&M senior living campus home in 2015.



M&M Story

Being old doesn't mean you stop living—especially when there are so many opportunities to engage and to grow.

Take Dave Hill, for example. Dave is a retired FBI agent who, as you might imagine, has led an interesting life. One of the M&M volunteers, he started the Men's Red Cap group at the Health and Rehab Center, as a counterpoint to the nationwide Red Hat groups for women. Dave brings in diverse guest speakers who share their stories with the men. He recently sponsored a vintage car show for the group, complete with lemonade and cookies, of course. And, he leads a reading program. It's a lively bunch—not sure who learns more, Dave or his guys!



Caring communities built for an aging population.

MARTHA & MARYSM

All aspects of senior healthcare, housing, and services are undergoing a transformation. In an unprecedented demographic shift worldwide, adults over 65 will soon outnumber children under 5. Two-thirds of the older adults ultimately will need some form of care. At the same time, the number of trained geriatric healthcare providers is too small to meet the growing need.

These statistics don't frighten us at Martha & Mary—they inspire us. We offer learning opportunities for employees to advance their training and certifications. We continually look for new hires that meet our exacting standards. And we work hard to ensure that long-term care here passes the hardest test of all: Would you confidently bring your parent to stay with us?

Martha & Mary in Poulsbo promises a welcoming, caring home for family members who need care for the long term. We keep fresh flowers in the lobby, offer quiet nooks to read or visit, and, of course, the ever-popular dining choices.

Staying with us is not a passive lifestyle—we offer physical, occupational, and speech therapies. We also engage our residents with programs in horticultural, intergenerational, music, and—a favorite among many residents—pet therapy. Along with skilled nursing services 24/7, there is an onsite chapel and chaplain.

With more of us living into our 90s and even 100, the need for long-term care that is truly caring will continue to grow. And Martha & Mary will be there.



562

Number of residents cared for by the Health and Rehab team in 2015.

Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.

~ Leo Buscaglia



M&M Story

A house becomes a home with love. A town becomes a community with caring.

Caring is what turns strangers into friends, neighbors into family. It's what allows us to connect in ways that technology, schedules, and to-do lists never can. It is what makes each day brighter.

We are grateful to live in a community that cares. And Martha & Mary will be here to care for generations to come. It's what we do. It's Martha & Mary. ❤️



Caring continues, respectfully, compassionately. Always.

Leadership



This year’s annual report theme truly encompasses the spirit of Martha & Mary. I never take for granted the value of caring. I am inspired by that quality in our employees, our volunteers, and in the many, many members of our local communities who offer donations to support our mission.

Let me share just one unique story to illustrate my gratitude.

When anyone chooses to leave a portion of his or her estate to an organization outside of family, it is always a signal of respect and admiration for the work of that organization. In the last 20 years, we have received \$1.1 million from people who have included Martha & Mary in their estate planning, primarily through wills or retirement plans.

This last year, Martha & Mary was honored with a unique and personal gift. Renowned artist Max Hayslette and his partner Don Sederholm have offered a bequest of art that will include all unsold originals from The Northwest Collection and exclusive reproduction rights on all pieces in that body of work. Max has entrusted Martha & Mary to be good caretakers of a significant portion of his life’s work.

This is an important gift, and one we accepted with honor and humility. It is rare for an organization like ours to receive such a gift. This gift of art complements the music therapy, pet therapy, men’s woodshop, and artists-on-the-campus programs already in place and is a tribute to those that have gone before to create a spirit of vitality within our culture.

Max and Don have given us so many choices to impact our mission positively with this unique and generous gift. We are thankful for their thoughtfulness, and are equally grateful for the many, many others who write checks—large or small—that allow us to continue to care for our neighbors who need us.

Heartfelt thanks for supporting our mission,

Chad Solvie

Chad Solvie, CEO

Financials

Over the past six years, Martha & Mary has grown in two important ways:

We have diversified our family of services, expanding into home care and offering more options for seniors. We have also extended our geographic reach, serving Kitsap from north to south.

M&M provided more than \$2.3 million in under-compensated care in 2015.

\$2.3M

STATEMENT OF FINANCIAL POSITION December 31, 2015

Assets		
Current	\$4,962,958	18%
PP&E	\$17,058,442	63%
Reserve & Restrictions	\$1,184,999	4%
Beneficial Interest in Trust	\$917,502	3%
Goodwill	\$797,067	3%
Other	\$1,993,329	7%
Total Assets	\$26,914,297	
Liabilities & Net Assets		
Liabilities		
Current Liabilities	\$1,944,900	7%
Long-Term Debt	\$16,839,771	63%
Other Liabilities	\$8,934	0.03%
Total Liabilities	\$18,793,605	
Net Assets	\$8,120,692	30%
Total Liabilities & Net Assets	\$26,914,297	

STATEMENT OF ACTIVITIES December 31, 2015

Revenue		
Resident Care	\$15,785,018	65%
Children’s Tuition	\$3,035,503	13%
Home Care Services	\$2,471,520	10%
Management Services	\$1,138,350	5%
Misc. Services & Fees	\$543,337	2%
Rental Income	\$570,187	2%
Other Income	\$144,391	1%
Contributions & Grants	\$557,717	2%
Total Revenue	\$24,246,023	
Expenses		
Salaries & Wages	\$13,999,245	58%
Employee Benefits	\$3,487,588	14%
Supplies	\$1,900,091	8%
Depreciation & Amortization	\$1,121,153	5%
Utilities, Insurance & Other	\$1,912,630	8%
Interest	\$723,989	3%
Professional Services	\$1,040,776	4%
Total Expenses	\$24,185,472	
Change in Net Assets	\$60,551	

Board of Trustees

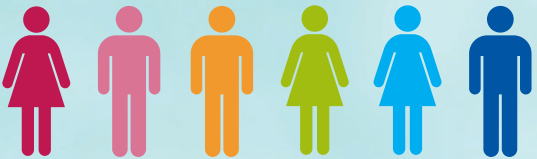
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3rd Martha & Mary is Kitsap County’s third largest private employer.



During 2015, 351 volunteers contributed 18,812 service hours.

18,812

The generosity of caring

BENEFACTOR SOCIETY

Kitsap County Community Development Block Grant
Kitsap County 1/10 of 1% Mental Health, Chemical Dependency, and Therapeutic Courts Program
Estate of Kathleen Steenbock

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Chaves Consulting, Inc.

PRESIDENT’S SOCIETY

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Holly Shepherd
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Helen and Evan Stoll
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Charles Hanff
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Betty Herman
Rand Hillier

Gifford Thomas
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Anna Biberdorf
Martin Blevins
Natalie Bryson
Martha Burke
Sharon Hackett and Nancy Hough
Michael B. Coleman
Donald and Jean Danielson
Mr. and Mrs. Steven Dodge
Donors Trust
Renee Eicher
Susan Esparza
Euler Hermes
Irene and Leo Freitag
Mary Ann Guerrero
Gloria Gutierrez
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Global Impact

Special Gifts

2015 Tributes: *Martha & Mary is the grateful recipient of many tribute gifts in honor and in remembrance of loved ones.*

IN HONOR OF

Eric Glad
Patti Lumsden
Pastor Ernie McCluskey

IN MEMORY OF

Delfin D. Arreola
John and Edna Butts
Ethel Coleman
Barbara Dean
Dorothy Falk
Dr. Herbert E. Glick
Aaron Goll
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Helga Husby
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Louine Pennington
Beverly Ramstead
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Asje Saulitis
Walter Scott, Jr.
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Kathleen Steenbock
Helen Strand



The generosity of caring

FRIEND continued

Myron D. Groat
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Earl and Norma Hanson
Kingston Crossing
Wellness Clinic
Robert and Arlene Kirk
JoEllen Klempan
Jerome and Debra Lemickson
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Mr. and Mrs. Albert Webb
VJ Whipp
Mr. and Mrs. Harold Wilson
Jim and Katherine Wollpert
Kirk and Jacqueline Youngman
Geraldine Zabriskie
Carol Zach



2015 Philanthropy Awardee: Volunteer Auxiliary

It's hard to imagine Martha & Mary doing all that it does without the more than 400 volunteers who support this organization, year after year. Supporting programs and services for seniors and their families—and raising funds—this caring group assists in resident activities, such as horticulture, art, and woodworking. They keep the campus grounds groomed. They visit with residents, staff the gift shop, and much, much more.

We are proud to have every one of them on the M&M team—and delighted to honor them with the 2015 Philanthropy Award.

Would you like to join them as an M&M volunteer?



From left to right:
Jane Everson, Margo Bouchillon, Tracie Walthall, Carol
LaGrandeur, Chad Solvie, Jeri Tucker and Flo Kempton

Quiet caring, every day, in every way.



Locations

Serving families from Port Ludlow to Bainbridge Island and in between.

K MARTHA & MARY KIDS

Child Care Center: POULSBO
Early learning programs for infants, toddlers, and preschoolers.

Children's Learning Center: POULSBO
Early learning programs for PreK children.

Early Learning Center: SILVERDALE
Early learning for infants, toddlers, preschoolers, and PreK children; before and after school care for school-age children.

School-age Care Programs: Silverdale, Poulsbo, and Kingston
On-campus care at seven elementary schools in Central and North Kitsap School Districts for school-age children.

S SENIOR LIVING

Bay Vista Commons: BREMERTON
72-unit assisted living apartment and memory care campus.

Ebenezer Retirement Apartments: POULSBO
24-unit independent living apartments for residents age 62 and older.

Village Green Senior Apartments: KINGSTON
35-unit campus for independent residents age 62 and older.

R HEALTH AND REHAB CENTER

Health and Rehab Center: POULSBO
190-bed skilled nursing facility providing short-term rehab, memory care, palliative and long-term care.

H AT HOME

Headquarters: PORT ORCHARD, POULSBO
Caring for clients in their homes from Gig Harbor to Bainbridge Island, and Jefferson and Mason Counties.