

# MARTHA<sup>SM</sup> & MARY

## **Martha & Mary Lutheran Services DELEGATE / TRUSTEE HANDBOOK 2015-16**

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*Martha & Mary 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.*

MARTHA<sup>SM</sup>  
& MARY

MARTHA  
& MARY At Home<sup>SM</sup>

MARTHA  
& MARY Rehab<sup>SM</sup>

MARTHA  
& MARY Kids<sup>SM</sup>

MARTHA  
& MARY Senior  
Living<sup>SM</sup>

# DELEGATE HANDBOOK 2013-2014

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## Introduction

Congratulations on becoming a delegate and/or trustee to Martha & Mary. Being a part of our governance is an honor and a meaningful way for you (and at times your congregation) to participate in a ministry that is *“bridging generations, enriching lives.”* Martha & Mary values the special relationship we have with our supporting/member congregations and their commitment to support us as an extension of their ministry in the community. During your term, you will have the opportunity:

- to learn more about Martha & Mary’s services, programs and activities and the community needs they address;
- advocate for Martha & Mary within our community (i.e., congregations, Olympia); and
- serve as a resource for congregation and/or greater community members needing the services of Martha & Mary

### A Brief History

The Martha & Mary ministry has a long history, beginning in 1891, as an orphanage. As community needs have changed, Martha & Mary’s mission has changed. Today, in 2014, Martha & Mary has grown to five non-profit corporations and one joint venture partnership:

- Martha & Mary Lutheran Services (MMLS), the “parent” corporation of four subsidiary non-profit corporations;
- Martha & Mary Health Services (MMHS), providing long-term care, memory care and rehab services;
- Martha & Mary Children’s Services (MMCS), providing child care and early learning programs in three centers and before/after school care in eight schools;
- Martha & Mary Ebenezer Services, providing 24 affordable independent senior living apartments in Poulsbo;
- Martha & Mary Home and Community Services (MMHCS), providing in-home care and care management services to seniors living in their homes;
- Village Green Kingston Associates (a joint venture with Shelter Resources, Inc. and Key Bank) with 35 apartments for independent senior housing (Village Green Senior Apartments) opened in October, 2013. Martha & Mary’s participation was key in helping to secure tax credits to assist in funding this project.

A more complete history of Martha & Mary is included at the end of this handbook.

### Our Mission and Core Values

Founded in Poulsbo in 1891, Martha & Mary’s mission is as follows:

*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.*

Martha & Mary addresses the needs of our community by being faithful to these core values:

**Trust** - We value the confidence placed in us to care for those we serve.

**Compassion** - We care for each person with dignity and respect.

**Excellence** - We are committed to providing exceptional care and excellent service to those we serve.

**Stewardship** - We use our talents and resources wisely.

**Service** - We are sensitive to the needs of those we serve.

## **Duties and Responsibilities of Martha & Mary Delegates**

### **Becoming a Delegate**

Martha & Mary's supporting congregations elect or appoint delegates to act on important decisions that are made to further Martha & Mary's mission to serve the adults and children of our community.

### **Notification to Martha & Mary of Delegate Changes**

The Senior Administrative Assistant (i.e. Corporate Secretary) is Martha & Mary's liaison to the supporting congregations and their delegates. He or she maintains a current roster of delegates and sends notices of meetings and other information whenever necessary. If your congregation makes a change in delegates, please notify us by email or regular mail. Contact information can be found on the front cover of this Delegate Handbook.

Each spring, the Senior Administrative Assistant sends a notice to the church office contact of each supporting congregation asking them to verify the delegates for their congregation.

The Martha & Mary annual meeting is normally held on the last Thursday of April. A meeting notice is sent to delegates in late March or early April, so it is important that we receive notice of any changes in your congregation's representation by the end of February.

If we do not hear from your congregation by the end of February, your Pastor or office administrator can expect a friendly call or email from the Martha & Mary staff. This is to ensure that any new delegates can vote at the annual meeting. In accordance with our Bylaws, official notification must be received from the congregation before a new delegate can vote. Simply showing up at the meeting and saying, "I'm a delegate" does not comply with the Bylaws.

### **Delegate Term of Office and Duties**

The term of office and the duties of the delegate shall begin immediately upon designation by the congregation and verification to Martha & Mary. Delegates are asked to serve for a year and may serve longer. The term of office ends immediately upon the designation of the new delegate. The newly verified delegate is entitled to vote at the next annual or special meeting of Martha & Mary Lutheran Services (MMLS). Please remember, new delegates will be able to vote only if Martha & Mary has received written notification of their appointment.

### **Reporting Delegate Changes**

If you find that you, or one of your congregation's other delegates must resign during your term, your congregation should appoint a new delegate as soon as possible, and notify Martha & Mary of the new appointment within 30 days. Please remind the congregational leadership to provide written verification of the change in representation.

## **Duties and Responsibilities**

Delegate duties and responsibilities, per the Martha & Mary Bylaws are:

- to attend an orientation meeting;
- to represent their congregation at the annual and special meetings of MMLS;
- to act as a liaison to member congregations;
- to review and disseminate information regarding MMLS and its subsidiaries to their congregations;
- Approve substantial decisions of the organization;
  - Acquisition of real property
  - Approve the application of a church congregation to become a Member Congregation
  - Termination of a Member Congregation
  - Establish or dissolve a subsidiary corporation
  - Dissolve the corporation of Martha & Mary Lutheran Services
  - Sale of all or substantially all of the assets of the Corporation or a Subsidiary
  - Approve the Corporation to borrow money and/or add to its debt load
- to elect the Board of Trustees for Martha & Mary Lutheran Services (MMLS); and
- to render such other service as the Board of Trustees may from time to time request.

Martha & Mary is responsible for providing the information delegates need to fulfill their duties and responsibilities effectively. We conduct delegate orientation meetings annually to provide an overview of Martha & Mary and tours as requested. You will receive additional updates and materials throughout your term.

As a delegate, you are encouraged to attend and invite members of your congregation and friends to Martha & Mary special fundraising events, such as the annual spring *Generations of Care Luncheon*, educational events, and other Martha & Mary gatherings. Delegates interested in learning about serving on MMLS committees or task forces may contact Mary Harding, Senior Administrative Assistant, at 360-394-4003. Standing committees are Finance, Governance, and Fund Development. The Governance Committee will be happy to meet with you to determine if your participation meets the Board's needs and yours.

## **Delegates Vote on "Substantial Issues"**

The Board of Trustees governs the affairs of MMLS. Delegates, however, vote on "substantial issues" as stipulated in the MMLS Bylaws, at the annual meeting or at special meetings. The following substantial issues must be submitted to a vote of the delegates, and for approval require an affirmative vote of at least two-thirds of the delegates present at any annual or special meeting:

1. Acquisition or sale of real property, provided that a lease or rental agreement of five (5) years or less in length shall not be considered an acquisition or sale of real property;
2. Approve the application of a church congregation to become a member congregation;
3. Establish or dissolve a subsidiary corporation;
4. Dissolve MMLS;
5. Sale of all or substantially all of the assets of MMLS or subsidiary corporations;

6. Termination of a member congregation;
7. Corporate borrowing by MMLS or a subsidiary which is for the purpose of acquiring real property;
8. Amend MMLS Articles of Incorporation.

### **Annual Meeting**

The annual meeting is usually held the last Thursday in April. An agenda and pertinent materials will be sent to delegates in advance (30 days ahead for the annual meeting and 10 days ahead for any special meetings) so that you have ample opportunity to study the issues before you vote. Martha & Mary must receive notification of any delegate changes from your congregation to ensure any new delegate receives an annual meeting invitation and packet.

There may be times when you will be unable to attend an annual or special meeting. The MMLS Bylaws stipulate “there will be no proxies.”

Delegates elect trustees of MMLS at the annual meeting. In the event a trustee vacancy occurs between annual meetings, the MMLS Board of Trustees will appoint a new trustee to complete the term.

If there are any items that you would like to have considered for the annual meeting agenda, please notify the Board President of Martha & Mary Lutheran Services. See your Board Roster or call the Senior Administrative Assistant at 360-394-4003 for contact information.

### **Becoming a Board of Trustees Member**

The MMLS Board of Trustees is made up of delegates or members of the supporting congregations (at least 51% of the Board membership must come from supporting congregations), and individuals from communities Martha & Mary serves (no more than 49%, known as trustees-at-large). The Governance Committee is charged with identifying and recruiting individuals to serve on the MMLS Board. Looking for a diversity of qualities and skills, the committee has personal contact with each candidate through letters, candidate personal inventories, and telephone or face-to-face interviews. It seeks to best match individual skills with the areas of expertise most needed on the Board. After review and deliberation, the committee selects those individuals it feels will bring the desired leadership, experience and diversity to the board. A “Slate of Nominees for Board of Trustees” is presented to the delegates at the annual meeting for approval.

Nominations for Board members may come from the floor at the time of the election, but candidates must have agreed to serve on a board, and a statement of qualifications must be presented to the delegates. You can suggest candidates for Trustee positions anytime throughout the year, and it is preferable to receive them at least three months before the annual meeting, by notifying the President of MMLS, so that candidates can be interviewed and considered by the Governance Committee. Because Board vacancies occasionally occur, the Governance Committee works throughout the year, and the Board confirms individuals nominated to complete an unfulfilled term of office.

## **MARTHA & MARY CORPORATE OVERVIEW**

### **Member/Sponsoring Congregations**

Martha & Mary Lutheran Services is made up of ten supporting congregations, and each is entitled to provide three individuals to serve as delegates to Martha & Mary Lutheran Services (MMLS). The member congregations are

1. Bethany Lutheran Church - Bainbridge Island
2. Emmanuel Lutheran - Bremerton
3. Family of God Lutheran Church - Bremerton
4. First Lutheran Church - Poulsbo
5. Community of Christ at Memorial Lutheran – Bremerton
6. Our Saviour's Lutheran Church - Bremerton
7. Peace Lutheran Church - Bremerton
8. Port Madison Lutheran Church - Bainbridge Island
9. Silverdale Lutheran Church – Silverdale
10. Vinland Lutheran Church – Poulsbo

### **Martha & Mary Lutheran Services**

Delegates from the supporting congregations elect the Board of Trustees for MMLS. Trustees for the subsidiary corporations are appointed by the MMLS Trustees. It is the intent that trustees of the subsidiary corporations will be the same as the trustees of MMLS; however, each corporation will have its own officers and meeting schedule for oversight of corporate affairs.

The subsidiary corporations are:

1. Martha & Mary Health Services
2. Martha & Mary Home and Community Services
3. Martha & Mary Children's Services
4. Martha & Mary Ebenezer Services

### **Responsibilities**

The Martha & Mary Lutheran Services' Board of Trustees serves as the governing body and provides oversight of the subsidiary corporations.

The trustees recruit and hire the Chief Executive Officer (CEO), who is responsible for the overall management of Martha & Mary. In issues of finance, the Board oversees the overall accounting systems, audits, investments, benefit packages, insurance coverage, and fundraising programs and activities.

The MMLS Board of Trustees provides for the future growth and development of Martha & Mary through the following plan for Strategic Direction:

- Manage operations to sustain and grow the MMLS mission with positive cash flow and strong financial results.



- Reposition senior services to provide a continuum of care from independent living to in-home care services (including care supervised by an RN) to skilled nursing - which allow individuals and their families to have choices and seamless transitions within the Martha & Mary family of services.
- Continue to improve children's services visibility in the community, intergenerational opportunities and financial performance.
- Significantly increase financial support from the community through a sustainable fundraising program.

The Board also approved a statement of Core Values (see Page 5 of manual). These values are posted throughout our facilities.

### **Martha & Mary Health and Rehab Services**

**Our Mission:** *Martha & Mary Health Services provides quality, compassionate care for adults and seniors regardless of faith, ethnicity or economic status.*

*We do this in a Christian manner by offering those we serve intergenerational experiences, a caring place for rehabilitation, and an opportunity to live with dignity, honor and individuality.*

**Description:** Martha & Mary Health Services is the largest subsidiary corporation of MMLS, operating as a not-for-profit licensed skilled nursing facility known as Martha & Mary Health and Rehab Center. Dedicated professional staff provide quality, compassionate care, maintaining residents' rights, self-worth, and dignity. The Health Services Administrator supervises all programs and services.

### **The Health and Rehab Center**

The Health and Rehab Center is licensed for 190 beds and provides 24-hour skilled nursing services. Nursing services include specialized memory care, long-term care for geriatric and chronically ill residents, care for residents with unstable medical problems, and short-term rehabilitation for adults recovering after hospitalization. Sub-acute programs like post-surgical rehab and cardiac reconditioning programs continue to expand. Physical, occupational, and speech therapies are provided by licensed professional therapists. In 2014 renovations are being done to make services available to bariatric patients.

Renovated in 1998, the Health and Rehab Center provides a warm and inviting setting for our residents. Atria and gardens enhance the resident nursing units. A chapel, reception area, the Tollefson Conference Room, a salon, a gift store, and three family rooms for special occasion gatherings add to the quality of life. Many offices are located in the core area on the third floor, but other offices are adjacent to residential spaces on the middle and lower floors. Dining and Nutrition Services, Environmental Services, and Rehabilitation are located on the first floor.

### **Three Distinct Nursing Units**

The **Garden Unit** provides short-term rehabilitation for post-operative care including orthopedics. Nursing care is provided for acute conditions such as stroke, heart attack, traumatic injuries, and medically complex residents. Major renovations are slated to be made over the next 18 months.

Most admissions to the Garden Unit are from acute care hospitals. Many patients are admitted to Martha & Mary on the second or third day after major surgery and return to their home in the community within 2 – 3 weeks. Some stays are as short as a few days.

The **Marina Unit** provides care for residents with chronic, debilitating conditions. These residents typically live at Martha & Mary for two to three years.

The **Bay Unit** provides care for residents who suffer from dementia and memory loss. Dementia has many causes, but the most common is Alzheimer's dementia, a progressive, terminal disease. Alzheimer's disease results in cognitive and memory losses and behavior changes. Family members, staff and trained volunteers assist with feeding of those residents who have lost even the ability to feed themselves. More volunteers are still needed to help with feeding. Special training is provided so all are comfortable with the feeding process.

The Bay Unit has two care areas. The Courtyard is a secured (locked) unit. Residents who are at risk to wander or require special management of behaviors are cared for in this area. The Courtyard programming is based on a 24 hour clock that allows residents to wander restraint free. The Bay Unit also provides an area for Dementia residents who are not mobile or are not wander risks.

Relationships of trust and support are developed among staff, residents and families. As in other parts of the campus, there are "angel suites" that residents may transfer to as they approach the later stages of the disease. These suites offer privacy and some enhanced amenities to make family feel more at ease. Staff works closely with Hospice providers so resident and family needs are met during this sacred time.

### **Our Residents**

Martha & Mary Health and Rehab Center accepts residents without regard to their race, creed/religion, national origin or economic status. Residents may be private pay, Medicare or Medicaid; a resident's status is confidential. Complex governmental regulations determine the circumstances for financial reimbursement, but government funding seldom covers the entire costs. While financial matters are significant in a not-for-profit as well as in for-profit skilled nursing facilities, the focus here is upon creating community among the residents and extending their lives in meaningful ways. In fact, for many residents, Martha & Mary Health and Rehab Center is a place for recuperation on the way to complete recovery. For others, the compassionate care leads them to the acceptance that death is yet another aspect of the life cycle. Patient-directed end of life, although legal in Washington, is not supported at Martha & Mary.

### **Care for the Whole Person**

Martha & Mary Health Services cares for the whole person: physical, spiritual, emotional and social. To this end, a nurse manager, a social worker, and activity specialists serve each unit. A chaplain provides regular religious services, Bible studies, and prayer groups, and an "especially for men" woodshop program. Volunteer clergy from the larger Kitsap community conduct services on Sundays, and Catholic and Jewish clergy minister to residents on a regular basis.

A corps of volunteers, supervised by a Resident Life Services Director, provides a wide range of activities, from painting to memory-building games. Musical groups perform frequently, as do children's folk dancing classes. Group and individual activities fill residents' hours and encourage personal involvement and provide enrichment. A volunteer horticulture therapist involves the residents in nurturing plants and arranging flowers using our beautiful greenhouse. In addition to the abundance of blossoming

plants, the modified “Eden Alternative” includes daily access to birds and the more than 50 pets that visit Martha & Mary on a regular basis.

Because of its central location in the village of Poulsbo, the residents have opportunities to become part of the larger community. Residents can walk or wheel several blocks into the downtown area, visit the Waterfront Park or Marine Science Center, and participate in the numerous local festivals. The vistas from many rooms include the bay, the harbor, and the passing montage of small-town life. Residents who are not able to walk or propel wheelchairs have weekly bus trips scheduled to points of interest on the Kitsap Peninsula in the Martha & Mary Health Services’ bus. Another vehicle – equipped as a cabulance – transports residents to doctor appointments or the hospital for special tests.

The most dynamic aspect of community interaction is that provided by the young children from the Martha & Mary KIDS. On a daily basis, groups of youngsters interact with the residents in countless ways. They sing and dance, create art projects, work on puzzles, and generally infuse the building with their vitality. This intergenerational program provides benefits for both the youngsters and the residents.

### **Martha & Mary Home and Community Services**

**Our Mission:** *Martha & Mary Home and Community Services provides quality, compassionate in-home care and community-based services for seniors and families regardless of faith, ethnicity or economic status.*

*We do this in a Christian manner by offering those we serve an opportunity to live their lives with dignity, honor, and individuality.*

**Description:** Since 2009 Martha & Mary AT HOME has responded to the growing need for supportive services that help individuals, primarily elders, maintain self-sufficiency and independence. Through a family of services, including in-home care, medication management, and remote emergency response systems, caregivers 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 with the 100+ caregivers on staff.

In 2012, 2013, and 2014 Martha & Mary AT HOME was recognized for our superb in-home senior care with the *Best of Home Care Award* 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.

Martha & Mary AT HOME has 100+ caregivers serving clients in Kitsap, Pierce, Mason and Jefferson counties.

## **Martha & Mary Children's Services**

**Our Mission:** *Martha & Mary Children's Services provides quality, compassionate care, early learning and intergenerational experiences for children regardless of faith, ethnicity, or economic status.*

*We do this in a Christian manner by offering those we serve a safe place to grow and learn with dignity, honor, and individuality.*

**Description:** The need for high quality child care and early learning programs for our employees and community is realized through services provided by Martha & Mary Children's Services. The strong Lutheran tradition of educating young children, in keeping with the original Martha & Mary vision of Reverend Tollefson, continues to strengthen families in this region. Programs include infant care, child care, preschool, Kindergarten, and before and after school programs. Together, these programs have an enrollment of more than 1,400 children from four weeks to 12 years. Children are accepted without regard to race, religion, or ethnicity, but preference is given to children of Martha & Mary employees, which has added to the stability of the workforce.

The philosophy which governs the education given the children is consistent with the guidelines of the National Association for the Education of Young Children. The Administrator of Children's Services supervises all programs.

### **Child Care & Preschool**

Exceptional early learning programs and activities are available for infants from one month, toddlers and preschoolers at three separate sites: the Martha & Mary Child Care Center and the Children's Learning Center in Poulsbo and the Early Learning Center in Silverdale. The highly successful intergenerational program at both Martha & Mary Health and Rehab Center and Crista Shores benefits both the children and the residents with whom they are matched.

### **Kindergarten**

As a natural progression from the Child Care Center, full day kindergarten is offered at both the Children's Learning Center in Poulsbo and the Early Learning Center in Silverdale. Each class is limited to 15 children. The school session is for a full six hours, and the day is extended to include before and after school activities for students. The Centers are open during school breaks to meet ongoing family needs.

### **School Age Children**

In January 2001, Children's Services began offering before and after school care at all seven North Kitsap elementary schools. This program is also open during school breaks and summer vacations. Martha & Mary also offers the same services to one of the elementary schools in Central Kitsap.

The many programs of our Children's Services are designed to stimulate self-esteem, self-discipline, creativity and increased desire to know and learn in a cheerful, cooperative atmosphere. At the same time, they meet the child care needs of our employees and community families.

## Senior Living

Martha & Mary has offered senior housing solutions in our community since 1909. Each campus has a unique mix of residents and an on-site manager.

### **The Ebenezer Apartments**

**Our Mission:** Martha & Mary Ebenezer Services provides quality housing and intergenerational experiences for seniors regardless of faith, ethnicity or economic status.

We do this in a Christian manner by offering those we serve a safe, affordable, caring place to live with dignity, honor, and individuality.

**Description:** Located just east of the Child Care Center, at 19225 Fourth Ave NE., The Ebenezer offers 24 affordable independent living apartments for seniors 62 years of age and older and the disabled at reasonable rents.

Residents are accepted without regard to national origin, race, or religious preference and are accepted on a first come, first served basis when vacancies exist.

Each apartment, ranging in size from 300 to 600 square feet, has individually controlled heat and air-conditioning. A laundry room and storage lockers for each unit are located on the lower level. Applicants who wish to bring small pets will be considered on an individual basis. Several apartments are designated for handicapped residents and comply with State and Federal guidelines governing such residences.

### **Services Provided**

Residents at The Ebenezer must be capable of handling day-to-day activities, but some services (like mid-day meals) are available through the Martha & Mary Health and Rehab Center. A central elevator serves the residents, and attractively furnished social rooms can be used for family or group gatherings. The building has a security system, and a Resident Manager lives on site. Parking exists adjacent to the building, and grounds are maintained by Martha & Mary staff. Residents can contract, at a reduced rate, for home-care services through Martha & Mary AT HOME.

### **Village Green Senior Apartments**

After three years of planning for this joint venture with Shelter Resources of Bellevue, WA, we broke ground on the Martha & Mary Village Green Senior Apartments in August 2012. This complex features 35 one and two-bedroom independent living apartments for income qualified seniors. It was completed in November 2013 and is almost always 100% occupied. Martha & Mary does not provide on-site management at this location.

### **Bay Vista Commons**

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.

## **The History of Martha & Mary**

1891 – 2014

### **1891 A mission and ministry begin**

Martha & Mary Children's Home was opened in 1891 by Reverend Ingebrecht Tollefson, Pastor at First Lutheran Church in Poulsbo, as an orphanage to accommodate 20 children. In 1893, it was incorporated by the Lutheran Free Church as "The West Coast Lutheran School and Charity Association." A complex of services was envisioned that would include a high school and, eventually, a college.

### **1909 "Old Folks Home"**

Poulsbo was a growing town in the early years of the 20th century. An 'old folks' home' opened in 1909 as a board and care place named Ebenezer. The three story wood framed building overlooked Liberty Bay, originally called Dogfish Bay.

### **1940s The focus changes at the Orphanage**

During World War II, the original wood frame building was torn down and a three story brick building was constructed in its place. Soon thereafter, during the late 1940s, a high school was started, just as Reverend Tollefson had dreamed. However, it was in existence for only two years. Soon after, the Home became a facility for "disturbed" boys. As these types of behavior problems increased in severity, obtaining properly trained and qualified staff became very difficult.

### **1950 The Mission Changes**

In 1953, the Corporation decided that Martha & Mary could better serve the needs of the community by providing nursing care for the elderly. So the "orphanage, then high school, then home for disturbed boys" was closed. The brick building began a transition to become Martha & Mary Nursing Home. This action led to the first physical addition in bed space by virtue of adding a new wing. Additional space was added over the years bringing the number of beds to 190.

### **1980 Ebenezer closes...to Open Again with a New Service**

In 1980, after decades of service, the Ebenezer "board and care" closed. Total renovation of the building was undertaken in 1984 and was reoccupied in 1985 as Ebenezer Residential Center with apartments for residents age 62 and older.

### **1983 Returning to Child Care**

In 1983, Martha & Mary again returned to caring for children, and employees were offered child care in a little red building on the grounds of the Nursing Home. Six children attended the first day. Enrollment soon grew to its capacity of 15 children, ages four weeks through 11 years.

### **1992 Child Care Center Moves**

Seeing the need for competent child care, Trustees voted to design and build a special facility on Iverson and expanded services to community families. Child care assistance became available to low income parents when the facility became licensed to accept children referred to Children's Care Center by Department of Social and Health Services (DSHS). The enrollment grew to 69 children.

**1995 A “Face-lift” for Martha & Mary**

1995 saw a major expansion and renovation at Martha & Mary Nursing Home. The building incorporated the Scandinavian culture of Poulsbo in architectural design and detail. The nursing home name was changed to Martha & Mary Health Services, more fully mirroring the many new services that would now be available to the community. New look! New name! New services! Dedicated in 1999.

**1995 A New Corporate Organization**

The renovation of Martha & Mary Nursing Home had a major impact on the organizational structure for the various programs and services offered by Martha & Mary: the one corporation was divided into four. Martha & Mary Lutheran Services would serve as the “parent” corporation of three active subsidiary corporations which, through their services, would meet the mission of Lutheran Services. This division was required by the financing policies of U.S. Department of Housing and Urban Development (HUD), the federal housing agency which provided funding at the time of the major renovation.

**1997 Children’s Services’ Kindergarten Begins**

In answer to many requests from parents, Martha & Mary Kindergarten opened at the “Annex,” just north of the existing Martha & Mary Nursing Home. The program for 15 children also offered before and after school care.

**1998 The New Children’s Learning Center Adds Head Start Classes**

The annex, now called the Children’s Learning Center, was purchased and renovated at the same time that Children’s Services partnered with Kitsap Community Resources to offer Head Start classes. Before and after school care expanded to include children from two elementary schools. The opening of this building added 70 children to the enrollment, bringing the total licensed capacity to nearly 175 children from ages 4 weeks through 11 years. The staff had grown to 40.

**2001 Before and After School Programs Begins**

In January 2001, Martha and Mary began offering before and after school programs at seven of the North Kitsap School District elementary schools. This program is open during school breaks.

**2003 Children’s Services Opens Early Learning Center in Silverdale Dedicated to Joanna Carlson**

After spending over a year in a portable building, the Silverdale Head Start program moved into a brand new facility in November, built to accommodate 110 infants, toddlers and preschoolers. Before and after school care is offered for neighborhood elementary school children. Over 100 children enrolled in this facility, bringing the total number of children served in our eight sites throughout Kitsap County to approximately 650. Children’s Services enrolls more families eligible for child care assistance than any other provider in Kitsap County, receiving DSHS reimbursement for more than 170 children each month.

**2005 Rehabilitation Center for Health Services**

Changes in how health care is provided resulted in Health Services “growing” its rehabilitation services for those who require short-term stays. Our health center chose a new name, “Martha & Mary Health and Rehab Center” so more people would know about the rehab services that MMHS offers.

**2005 New Motto, New Logo**

“Bridging generations, enriching lives” was introduced as the new motto for Martha & Mary.

**2007 Children's Services Sets Record**

Two Central Kitsap elementary schools contracted with Children's Services to provide after school programs. This addition brings the total number of children served throughout Kitsap County to close to 1,000, making it nationally the largest Children's Services program associated with eldercare.

**2008 Children's Services Celebrates 25<sup>th</sup> Anniversary**

Balloons greeted guests at the Children's Care Center for the 25<sup>th</sup> Anniversary Celebration. From the humble beginnings of six children in a little red building to close to 1,000 children in three M&M facilities and nine elementary schools in 2008, that's reason to celebrate!

**2009 NEW! Home and Community Services**

Recognizing that the number of seniors who want to stay in their own homes is increasing and believing that quality services to seniors in their own homes fits with our mission, M&M took steps to begin providing "in home care." By acquiring existing and viable home care agencies, we are in a good starting position to serve seniors at home. The home care company is a part of the Martha & Mary Home and Community Services, formerly known as Simeon Services, which has not been active since its inception 25+ years ago. "M&M AT HOME" began in early 2010, and other community services will follow.

**2010 Martha & Mary AT HOME Expands**

An additional home care agency in our community was acquired and assimilated by the Martha & Mary AT HOME program making us the largest home care company in the Kitsap peninsula.

**2011 Martha & Mary Expands Senior Housing in Kingston**

A joint venture was undertaken with Shelter Resources, Inc., Bellevue, WA for development and construction of a new 35-unit affordable senior housing project for the Kingston community, which broke ground in 2012.

**2012 Management at Bay Vista Commons**

Martha & Mary assumed management at Bay Vista Commons in June 2012. Bay Vista Commons is a 72-unit Assisted Living facility owned by the Bremerton Housing Authority, and the campus is located in Bremerton. This campus offers value for memory care and assisted living residents with its unique mission of offering services to both private pay residents and Medicaid eligible residents.

**2013 Village Green Senior Apartments, Kingston, Opened**

In November 2013, more than 300 people attended the Grand Opening Celebration for the Martha & Mary Village Green Senior Apartments in Kingston. The 35-unit complex features one and two-bedroom independent living apartments for seniors. The complex was nearing full occupancy by January, 2014. Rent and utilities range from \$685 to \$890. Kitsap County Commissioner Rob Gelder, who was instrumental in the project's planning and implementation, spoke at the groundbreaking about the synergy and collaboration that this project represents saying it is a real tribute to the way the community and the county have come together. Representative Sherry Appleton, 23rd Legislative District, heaped praise on the people and organizations who have worked so long to create these opportunities for Kingston, and Senator Christine Rolfes reminded all present of the important community needs that this project meets.



**2013 Joanna Carlson, Administrator of MMCS Retires**

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 in January 2013, 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.

**2013 Children's Services 30<sup>th</sup> Anniversary: Celebrated in June 2013**

In September 2013, Children's services celebrated 30 years of caring for Kitsap Children.

**2014 AT HOME**

Martha & Mary At HOME is again recognized as a top home-care company in the country.

So there is the up-to-date history of a ministry that began as "The West Coast Lutheran School and Charity Association" and today is best known simply as "Martha & Mary".

## **Addendum For Trustees**

**A Trustee promises to be accountable, to come to meetings, be prepared, and do our work.**

To meet that commitment, board members are expected to:

- Attend and actively participate in all of the board's meetings.
- Notify the board president or the Senior Administrative Assistant if an absence is anticipated.
- when absent from a meeting, review minutes and results of the missed meeting
- Do homework to be prepared to participate fully in board and committee meetings.
- Serve actively on at least one committee or task force.
  - Finance / Audit
  - Governance
  - Fund Development
  - Personnel (Appointed)
- Participate in fund development events and activities and individual giving (GOCL, CEO Breakfast)
- Act and speak only with the full board, not individually unless authorized to do so by the full board.
- Respect confidentiality.

### **Time Commitment**

- The term of Trustee is for three years, and is limited to three terms.
- The board meets 11x/yr – typically 1x/month. Meeting always on last Thursday of each month.
  - Exception is Nov. & Dec. – typically first Thursday of Dec. with no meeting in Nov.
- A pre-meeting dinner begins at 6pm. The formal meeting begin at 6:45 p.m. and last for approximately two hours. Special meetings may be called as needed.
- Committees meet once per month or per quarter, depending on the responsibilities. Task Forces, will be formed and meet as needed. Committee meetings last from 1hr-2hrs depending on the task at hand.
- A board “year” begins with the Lutheran Services Annual meeting held in April. Annual Meeting is the last Thursday in April at 7:00 pm. (Brief board meeting follows.)

### **Responsibilities include:**

- Determines organization's mission & purpose
- Hire/Fire the CEO (Only 1 employee reports to Board)
- Ensure effective organizational planning with senior management
- Enhance community image and support fundraising (i.e., Board Campaign, Generations of Care Luncheon, CEO Breakfast)
- Fiduciary responsibility
- Oversight to ensure quality programs and services
- Ensure legal and ethical integrity