



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

2016 Annual Report



*"It has been my privilege to observe the dedication and heart of our amazing employees."*

Helen Stoll | President, Board of Trustees

In 2016 we had the opportunity to share Martha & Mary's 125th anniversary celebration with our community and reflect on both where we have come as an organization and where we are going.

Throughout our long history we have always adapted in response to the shifting care needs of Greater Kitsap. Today we continue to do so as we address increasing care standards and decreasing reimbursement levels by revamping our programs and systems with greater emphasis on quality measurement, fiscal management and efficiency.

With a strong understanding of the new regulatory and quality - focused environment facing Martha & Mary, and our ongoing deep commitment to our mission, the Board of Trustees embarked on a leadership transition in 2016.

On October 31, we welcomed Lynette L. Ladenburg to Martha & Mary as our new Chief Executive Officer. Bringing with her over 20 years of management and leadership experience and broad connections to the wider healthcare community, Lynette has already made great strides toward strengthening our organization, bolstering staff retention and performance, and enhancing care to those we serve.

It has been my privilege to observe the dedication and heart of our amazing employees. Additionally, I am honored to serve with the volunteer Board of Trustees who bring their best to support those who deliver and receive the quality, compassionate care that embodies Martha & Mary.

With heartfelt gratitude,

Helen Stoll  
President | Board of Trustees

## 2016 BOARD OF TRUSTEES

Helen Stoll, *President*

Don Lachata, *Vice President*

Marlene Le Mire, *Secretary*

Lisa Hecker

Carol Hoffman

Doug Love

Steve Maxim

Jamie Mittet

Bobbie Moore

Robert Nichols

Mary Polensky

Sandy Robinson

Phil Rockefeller

Jim Rowson

Chuck Salmon

Aaron Schielke

Pastor Kent Shane

Matthew Voorsanger, MD

*"Leadership is unlocking people's potential to become better."*

*~Bill Bradley*



*"I am humbled and exhilarated to be part of the team that will continue the history and partnerships with the people of Greater Kitsap and beyond."*

Lynette L. Ladenburg | Chief Executive Officer

Martha & Mary's 125 years of caring, which we celebrated during 2016, has served our community well - a foundation for meeting community needs moving towards the future. We are proud to be part of the rich history of Poulsbo, Kitsap County and the West Sound region.

Care, love and compassion is at the heart of this special organization. We are grateful to our founders, who responded to the urgent needs of children and elder adults. Generations later, Martha & Mary continues to meet those same needs.

A landmark anniversary also reminds us that change is a constant. To meet demand for services and stay viable for the future, we must "think differently" and ask ~ who will be our clients, what will they want and what new requirements will we face? In 2016, we began this in earnest ~ invested in wage increases and more staff training, enhanced systems to improve continuity and quality of care, and realigned expenses to ensure viability.

Martha & Mary's intergenerational approach is embedded in our philosophy of care. By bringing children and older adults together, we can help our community view aging differently, support early education and help children develop a passion for learning. We are ready to reach beyond existing demands as a dynamic part of this community. Together, we will nourish the circle of care for our community's circle of life.

New to the Martha & Mary family, I am humbled and exhilarated to be part of the team that will continue the history and partnerships with the people of Greater Kitsap and beyond.

With kindness,

Lynette L. Ladenburg  
Chief Executive Officer

## 2016 SENIOR LEADERSHIP

Lynette L. Ladenburg  
Chief Executive Officer

Tamara Palodichuk  
Administrator,  
Children's Services

Jamie Payseno  
Administrator,  
Bay Vista Commons

Diane Wasson  
Administrator,  
Home & Community Services

Mary Berglind  
Director, Business Development

Dawn England  
Director, Information & Technology

Jon Hicks  
Director, Operations

Ellen Oconor  
Controller

Paula A. Rimmer  
Director, Development

Tonya Stone  
Director, Nursing Services

Chris Vernon-Cole  
Director, Facilities

Anna Winney  
Director,  
HR & Organizational Development





*"The staff is always upbeat and so kind. I feel like they are part of our family."*

Martha & Mary KIDS provides affordable, high quality childcare, early learning and school age programs. We proudly serve the many families in Greater Kitsap that have chosen to entrust their children to our care.

In 2016, our three childcare centers achieved an important milestone - a Quality Excellence rating from Early Achievers, Washington's premier child-care quality and improvement system. This award proudly recognizes that our programs demonstrate the industry's highest standards for childcare and early learning.

Kids Club, our school age program, also gave us much to celebrate in 2016, with a particularly successful Summer Program. Blending learning with fun, our teaching team focused on supporting educational progress the children had made in the past school year by creatively merging fairytales with Science, Technology, Engineering, Art and Math (STEAM) in addition to literacy-based activities.

We remain grateful to the families, volunteers and community partners who donated their time, talent and resources to support top quality care for children. Whether it was Poulsbo First Lutheran Church volunteers who spent a day upgrading our Child Care Center's playground or the generous families who took part in our book fair fundraiser, we appreciate the way our friends and neighbors show their love for Kitsap children.



*"Our greatest natural resource is the minds of children."*

*~Walt Disney*

Care programs for children  
ages 1 month through 12 years.

## EARLY LEARNING

Offering care for infants and toddlers in addition to PreSchool and PreK classes for older children, our warm and supportive teachers focus on establishing a child's love of learning to develop a strong academic foundation in preparation for Kindergarten.

## KIDS CLUB

Our before, after and summer school enrichment program promotes active minds, healthy hearts and lessons for life. Committed to supporting school academics, our dynamic teachers engage students in creative activities that integrate learning with fun. We are thankful to our partnership with North Kitsap School District.

## INTERGENERATIONAL PROGRAM

Our signature enrichment program combines the wisdom of seniors with the excitement of childhood by bringing together senior residents and children to participate in activities that bridge generations, enrich lives and warm hearts.



# DID YOU KNOW?

946

Children  
Served

184,057

Meals and  
Snacks Served

30%

Families Served  
with Subsidized  
Childcare

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

*"It does not matter how slowly you go as long as you do not stop."*

Martha & Mary REHAB offers effective rehabilitation therapy programs that support patients in making a quick recovery.

It was exciting and gratifying to receive Pinnacle Quality Insights 2016 Customer Experience Award. This recognition acknowledged our best in class health care services as being in the top 15% nation-wide.

In March, Consonus Healthcare, a national leader in rehabilitation therapy, became our partner, bringing our clients their top-notch physical, speech and occupational therapy services. Working hand-in-hand with our nursing team, this successful alliance has resulted in improved care for our patients.

In addition, we reached an important goal for full participation in the rapidly changing health care landscape. We became a participating member of the Continuing Care Network (CCN) known as the Rainier Health Network. A collaborative partnership within the Franciscan Health System, this network improves communication and processes among providers to facilitate better patient outcomes and reduce avoidable hospital readmissions.



*"The closest thing to being cared for is to care for someone else."*



Patient-focused rehabilitation and recovery care.

## THERAPY SERVICES

Our experienced and effective physical, occupational and speech therapy team offers rehabilitation therapy seven days a week, earning our post-acute recovery program a reputation for getting patients home sooner than most providers and reducing the likelihood of their hospital re-admittance.

## NURSING SERVICES

Nurses and Nursing Assistants on our Rehab Unit work as a team to provide patient-focused care with a clear understanding that successful recovery results from treatment that addresses both the physical ailments of our clients and their intellectual, emotional and spiritual concerns.

## TRAINING AND DEVELOPMENT

To maintain the high quality of our rehabilitation program, we make training a priority for our nursing team, to enhance their technical skills, increase their care knowledge and ensure they utilize new and emerging "best practices." Several times a year, Training and Development offers a free training program that prepares students for the state exam and a career as a Certified Nursing Assistant.



# DID YOU KNOW?

14,085

Hours of  
Therapy Provided

102

Nursing Assistant  
Training  
Program  
Graduates



5 Star Quality  
Nursing Staff

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

*"The caregivers help with transportation, shopping and going to the doctor."*

Martha & Mary AT HOME caregivers continue to enrich lives throughout Greater Kitsap by providing compassionate, non-medical care that supports senior independence and the ability to age at home.

Early in 2016 we were selected as a "Provider of Choice - Best in Home Care" winner, spotlighting the exceptional service our skilled and dedicated caregivers offer clients and their families.

We extended our home care assistance to patients discharging from hospitals and rehab facilities with our new "Welcome Home Package." Aiming to smooth the transition to successful home recovery, we now offer care services that specifically address discharged patients' settle-in needs when returning home to heal.

Growing our force of caregivers has been a challenge, as it has for home care organizations nation-wide. During the year we developed strategies to retain and attract caregivers, including full and partial scholarships for Home Care Aide certification and the opportunity to earn while learning.

With over 417 clients in 2016, we are realizing our goal to support senior independence throughout the region. We look forward to extending our footprint of care in 2017 and beyond.



*"We shall never know all the good a simple smile can do."*

*~Mother Theresa*



# DID YOU KNOW?

## Supporting senior independence.

### HOME CARE

We offer exceptional and award-winning care to seniors throughout the Greater Kitsap region, allowing them to remain independent, safe and secure in the comfort of their own homes. Skilled and compassionate caregivers provide assistance a few hours a week or every day. Care can include medication reminders, transportation, meal preparation, light housekeeping, personal care, hygiene assistance, memory support and companionship.

### HEALTH HOME

By providing care management services to high-risk Medicaid patients, we can help ensure they receive appropriate care in the most cost-effective setting. Operating under a “whole-person” philosophy, we work to improve care quality and to increase an individual's participation in their own care. The benefits of this program result in significant reductions in hospital readmissions, emergency room visits and the need for nursing home care.

### GERIATRIC CARE MANAGEMENT

Knowledgeable about health care costs, availability and service quality in addition to housing options, wellbeing programs and financial/legal planning, our Geriatric Care Management team offers families guidance, care coordination and patient advocacy, helping them to make appropriate care choices and housing placements for their loved ones.



#### CARING FOR KITSAP COUNTY AND BEYOND

Bainbridge Island  
Bangor  
Belfair  
Bremerton  
Chimicum  
Eglon  
Gig Harbor  
Hansville  
Illahee  
Indianola  
Kingston  
Lemolo  
Lofall  
Manchester  
Ollalla  
Olympic View  
Point No Point  
Port Gamble  
Port Hadlock  
Port Ludlow  
Port Orchard  
Poulsbo  
Seabeck  
Silverdale  
Suquamish  
Tracyton  
Wildcat

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

*"Nothing is more beautiful than a smile that has struggled through years and tears."*

Bay Vista Commons in Bremerton offers an attractive and affordable housing option for seniors.

We place great emphasis on activities and experiences that help residents remain engaged in living and aging well. A highlight of last year's quality of life programming was The Cruisin' Stang Club car show. On a beautiful June day, residents, families and community members gathered together to see the wide array of Mustangs, listen to live music and enjoy a cookout lunch.

The community continued their support of Bay Vista Commons later in 2016 by establishing Mary's Closet. Stocked with donated personal items, including linens and toiletries, residents of limited means are now able to access these necessary resources at any time and free of charge.

Early in 2017, the Bremerton Housing Authority honored us with the renewal of our contract to manage Bay Vista Commons for the next eight years. As an integral member of the Martha & Mary family, we look forward to continuing our care for the residents of this vibrant community.



*"Without a sense of caring, there can be no sense of community."*

*~Anthony J. D'Angelo*

Affordable living communities for independent seniors.



Bay Vista Commons in Bremerton offers seniors 60 assisted living and 12 memory care apartments. Designed with comfort, convenience and safety in mind, this community boasts amazing views of Oyster Bay, plus services and amenities that support resident independence with individualized care in a home-like setting.



Tucked away within the hills of Poulsbo and overlooking beautiful Liberty Bay and the Olympic Mountains, the Ebenezer Senior Retirement Apartments offers 24 affordable apartments to independent seniors who wish to remain active in their community.



Nestled in the quaint town of Kingston, the Village Green Senior Apartments is an income-qualified community with 35 apartments that provide independent seniors with tastefully designed accommodations and stunning views of Puget Sound.

# DID YOU KNOW?

## WE EMBRACE THE EDEN ALTERNATIVE PHILOSOPHY

### MISSION

To improve the well-being of Elders and their care partners by transforming the communities in which they live and work.

### VISION

To eliminate loneliness, helplessness, and boredom.

### VALUES

Innovation,  
Integrity,  
Community,  
Empowerment,  
and Passion.



# HEALTH SERVICES

*"To care for those who once  
cared for us is one of the  
highest honors."*

Long-term care remains the cornerstone of our family of programs, providing our residents superior care and the highest quality of life.

During 2016, our nursing team focused on quality improvement to ensure the best care for seniors.

Through emphasis on new quality metrics, improved systems and staff training, we made great strides. We are proud to have achieved a 4 Star overall rating from the Centers for Medicare & Medicaid Services.

In 2016 we also responded to our region's tight labor market for Nurses, Nursing Assistants and staff. Understanding that a stable, experienced team is paramount to maintaining high quality care, we carefully analyzed our compensation plan and ultimately realigned our pay program to better match market rates for wages. This has resulted in increased employee retention and a far more satisfied health services team.

As part of our ongoing campus renovation, we completely remodeled our Memory Care unit so physical space supports best care practices and provides a more cheerful home for our residents living with memory problems. We implemented some key quality of life programs there, including Music & Memory, which improves the quality of life for aging seniors. This program particularly benefits those living with Alzheimer's and dementia, bringing personalized music into their lives through digital technology.



*"Too often we underestimate the power of a touch, a smile, a kind word..."*

A compassionate team  
caring for the “whole” person.

## RESIDENT LIFE SERVICES

Resident Life Services offers activities and programs to engage minds, lift spirits and enhance the quality of life of our residents. Whether it is connecting a resident to the community through an outing, or encouraging a resident to try something new, this dedicated team works tirelessly to ensure we provide our residents a good and full life.

## SOCIAL SERVICES

Our compassionate Social Services team is an integral part of preserving the overall health and wellbeing of our residents. This team expertly matches and coordinates all resources and services to meet the individual care requirements of each resident and their family.

## DINING SERVICES

Offering a high quality dining experience to our residents is the primary objective of our outstanding Dining Services team. We meet this target by offering an array of delicious meal choices to residents. Not only do our meals contain high nutritional value, every plate served is individually prepared.



Our Health and Rehab Center holds an  
overall 4 Star Rating from the Centers  
for Medicare and Medicaid Services.

**CMS.gov**  
Centers for Medicare & Medicaid Services

# DID YOU KNOW?

**67%**

Of Seniors Served  
Medicaid-Covered

**90%**

Of Served Meals  
are Made From  
Scratch

**602**

Seniors  
Served

# A circle of care for the circle of life.

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We are Greater Kitsap's trusted care partner, serving our community from Gig Harbor to Bainbridge Island to Kingston, across the Hood Canal to Jefferson County, and south to Mason County. Our wide range of care services ease families through life's transitions, starting with children's programs, and extending to rehabilitation, home care, care management, senior housing and long term care.



"When you learn, teach. When you get, give."

~ Maya Angelou



# Heartfelt Gratitude to Our 2016 Volunteers...

## *the heart and soul of our organization.*

**311**  
**Volunteers**  
**Contributed**

**18,726**  
**Hours**

Thomas Adams  
Lori Adler  
Marilu Aganon  
Sarah Ahmadi  
Irene Albert  
Nicole Anderson  
Era Anderson  
Carol Anspach  
Joan Arcoraci  
Angela Atwood  
Edie Baglio  
Jennifer Bailey  
Megan Beckwith  
Nora Bell  
Mary Berglund  
Linda Birge  
Bill Bladen  
Lita Bladen  
Kim Bohlander  
Lian Boltwood  
Bernie Booher  
Constance Borgomainerio  
Eva Boyd  
Sally Brandt  
Sarah Braugh  
Tabetha Bren  
Carrina Brock  
Lindsay Brown  
Darlene Buckner  
Mara Buffo  
Bruce Burns  
Kathryn Burns  
Katie Burton  
Marilyn Caldwell  
Ashley Call  
Carolyn Capalener  
Vanessa Carbajal  
Michael Carlson  
Marjorie Carr  
Margaret Celestine  
Shelly Choong  
Chris Christensen  
Amanda Clark  
Don Cole  
Helen Cole  
Chris Vernon-Cole  
Elizabeth Collins  
Ian Convy  
Betty Cooper  
Lynn Corbat  
Rigel Correa  
Kristina Cortez  
Bruce Cosacchi  
Adam Crawford  
Missy Crawford  
Brandon Crawford  
Elyse Cregar  
Caitland Crossland  
Rachel Cruz  
Rosalie Cruz  
Stephanie Curtis  
Neil Dahmen  
Debra Dalglish  
Jennifer David

Jodi Davidson  
Heidi Davis  
Sandy Dayley  
Roger Dean  
Michele Dean  
Dustin Deblois  
Linda Dickman  
Melinda Dietlein  
Marge Dyer  
Mary Ann Edmonson  
Cynthia Ellefson  
Tim Ensley  
Pam Ettien  
Patricia Evans  
Jane Everson  
Sarah Farmer  
Hope Farrar  
Mariah Feagans  
Rosita Felix  
Megan Fike  
Gail Fleming  
Danielle Fox  
Jeannette Franks  
Cathy Friesen  
June Garcia  
Alaina Gatzke  
Gene Gilliam  
Nick Gilman  
Sherri Gitthens  
Alissa Gonzales  
Jim Gordon  
Sue Gordon  
Ethan Graebner  
Michelle Graebner  
Hannah Graves  
Anne Griesser  
Arianna Griffel  
Danielle Haberly  
David Hagar  
Jerry Hagardy  
Isabella (Bella) Hamby  
Mary Anne Haney  
Barbara Harbin  
Dennis Harris  
Diann Hebert  
Lisa Hecker  
Jody Heim  
Norma Henderson  
Betty Herman  
Annie Herrington  
Marilyn Heter  
Olivia Hickerson  
Jon Hicks  
Tawny Hildebrand  
Dave Hill  
Carol Hoffman  
Christopher Hollenbeck  
Ann Hooper  
David Hornbeck  
Meg Hughes  
Ericka Huska  
Marcia Jackson  
Rich Jackson  
Farhiya Jama

Nita Johnson  
Andy Jordan  
Charlotte Jorgensen  
Jim Jorgensen  
Sanna Kahlvik  
Bill Kamp  
Dee Kamp  
John Kenning  
Kate Kenworthy  
Dawn Kerkhoff  
Julia Keyes  
Ben King  
Kelle Kitchel  
Kandace Klemetsrud  
Joann Komedal  
Morris Komedal  
Jennifer Kucera  
Victoria Kuch  
Don Lachata  
Carol LaGrandeur  
Nancy Lambert  
Steven Lavoie  
Savanna Lee  
Julie Lightfoot  
Katherine Linrothe  
Doug Love  
Jon Luke  
Shelia Luke  
Patti Lumsden  
Shannon Lynch  
Kari Mackenzie  
Shelley Malan  
Desteni Marsh  
Christina Martinson  
Robert McCall  
Ginelle McCall  
Kathleen McCullough  
Megan McDermaid  
Della McGuire  
Heidi Mckay  
Karen Meneley  
Jan Meredith  
Carolyn Milander  
Alex Miller  
Marlene Le Mire  
Jamie Mittet  
Kathleen Monahan  
Darcy Monette  
Trevor Monette  
Bobbie Moore  
Jan Morris  
Adela Morrison  
Heather Morrison  
Doug Murray  
Warren Nall  
Sharon Nalley  
Christopher Neal  
Katharine Nelson  
Barb Neufeld  
Ken Neufeld  
Monja Neuharth  
Amber Nichols  
Robert Nichols  
Kathryn Nicol  
Lonnie Nuss

Susan Ogilvie  
Kaz Okuma  
Mara Ong  
Rachel Ortiz  
Sarah Ortiz  
Mary Clear Padilla  
Kyle Palodichuk  
Tammi Palodichuk  
Laurel Pardee  
Steven Pargman  
Katherine Parker  
Jamie Payseno  
Jane Pearson  
Linda Pendleton  
Amber Perona  
Donald Peterson  
Kathleen Peterson  
Lyn Playle  
Mary Polensky  
Cher Pope  
Janet Powell  
Brittany Pratt  
Geneva Pritchett  
Mia Radosky  
Charlyne Ralls  
Lisa Raskind  
Chermaine Rauch  
Ruthann Raulsome  
Jim Raulsome  
Sara Rawls  
Jessica Reiter  
Annamae Robbins  
Sandy Robinson  
Dawn Robson  
Phil Rockefeller  
Judith Rogerson  
Pamela Romberg  
Jim Rowson  
Shannon Russell  
Carol Ryan  
Charles Salmon  
Kathleen Sawaka  
Aaron Schielke  
Jennifer Schlee  
Barbara Schneringer  
Dave Scott  
Natalie Seely  
Phyllis Sele  
Morgan Selenius  
Angela Sell  
Pamela Selz  
Glen Settle  
Pastor Kent Shane  
Kate Sharrow  
Ruthie Ann Shiver  
Becky Sibbett  
Bill Sibbett  
Beverly Sillerud  
Carol Singer  
Mary Slinsky  
Carole Smith  
Thadeus Smith  
Monica Sorenson  
Eileen Sorg  
Derek Spies

Frances Spillane  
Patti Spillane  
Kelsey Stedman  
Gordon Stenman  
Annie Stevenson  
Ann Stewart  
Diane Stewart  
Evan Stoll  
Helen Stoll  
Tonya Stone  
Stefanie Tanaka  
Haley Tell  
Jane Teller  
Betsy Thompson  
Mary Ann Thompson  
Dr. David Tinker  
Charlene Troemel  
Alexis Trussell  
Catherine Trussell  
Jeri Tucker  
Jim Tucker  
Sarah Hazard-Uhlen  
Gina VanBerkom  
Michael VanBerkom  
Leo Vasaitis  
Dr. Matthew Voorsanger  
Linda Walcott  
Jennifer Waldron  
Madeline Walker  
Jillian Walkowski  
Laverne Walter  
Tracie Walthall  
Barb Webb  
Alissa Weidenheimer  
Kathryn Weidenheimer  
Nancy Wetzler  
Bonnie Whited  
Rachel Whitman  
Jennifer Wiegand  
David Wilkinson  
Lynn Wilkinson  
Adrienne Willder  
Kaitlin Willis  
Kaden Wilson  
Katha Miller-Winder  
Kelsey Wingard  
Anna Winney  
Mark Winney  
Bridget Wiren  
Tami Wojcek  
Tom Wright  
Rebecca Wright  
Harriet Wright  
Diana Zeltinger

*Thank  
you*

## STATEMENT OF FINANCIAL POSITION

December 31, 2016

<b>Assets</b>	<b>2016</b>		<b>Restated 2015*</b>	
Current	\$4,474,925	25%	\$4,950,850	27%
PP&E	9,276,126	52%	9,397,033	50%
Reserve & Restrictions	806,401	5%	722,482	4%
Beneficial Interest in Trust	890,930	5%	917,502	5%
Goodwill	797,067	4%	797,067	4%
Other	<u>1,591,536</u>	9%	<u>1,829,310</u>	10%
<b>Total Assets</b>	<b><u>\$17,836,985</u></b>		<b><u>\$18,614,244</u></b>	
<b>Liabilities &amp; Net Assets</b>				
Liabilities				
Current Liabilities	\$2,033,969	11%	\$1,815,741	10%
Long-Term Debt	14,139,731	79%	14,476,653	78%
Other Liabilities	7,040	0%	8,934	0%
Total Liabilities	16,180,740		16,301,328	
Net Assets	<u>\$1,656,245</u>	9%	<u>\$2,312,916</u>	12%
<b>Total Liabilities &amp; Net Assets</b>	<b><u>\$17,836,985</u></b>		<b><u>\$18,614,244</u></b>	

## STATEMENT OF ACTIVITIES

December 31, 2016

<b>Revenue</b>	<b>2016</b>		<b>Restated 2015*</b>	
Resident Care	\$16,160,517	68%	\$15,785,018	66%
Children's Tuition	3,072,961	13%	3,035,503	13%
Home Care Services	2,023,179	8%	2,471,520	10%
Management Services	1,346,031	6%	1,295,107	5%
Misc. Services & Fees	452,616	2%	426,924	2%
Rental Income	304,858	1%	283,374	1%
Other Income	219,262	1%	114,886	0%
Contributions & Grants	<u>326,089</u>	1%	<u>557,717</u>	2%
<b>Total Revenue</b>	<b><u>\$23,905,513</u></b>		<b><u>\$23,970,049</u></b>	
<b>Expenses</b>				
Salaries & Wages	\$13,769,020	56%	\$13,967,932	59%
Employee Benefits	3,344,317	13%	3,476,213	15%
Supplies	1,957,031	8%	1,892,023	8%
Depreciation & Amortization	887,160	4%	879,077	4%
Utilities, Insurance & Other	1,760,020	7%	1,747,289	7%
Interest	\$643,408	3%	659,456	3%
Professional Services	<u>\$2,413,873</u>	10%	<u>\$1,010,546</u>	4%
<b>Total Expenses</b>	<b><u>\$24,774,829</u></b>		<b><u>\$23,632,536</u></b>	
<b>Change in Net Assets</b>	<b><u>\$ (869,316)</u></b>		<b><u>\$ 337,513</u></b>	

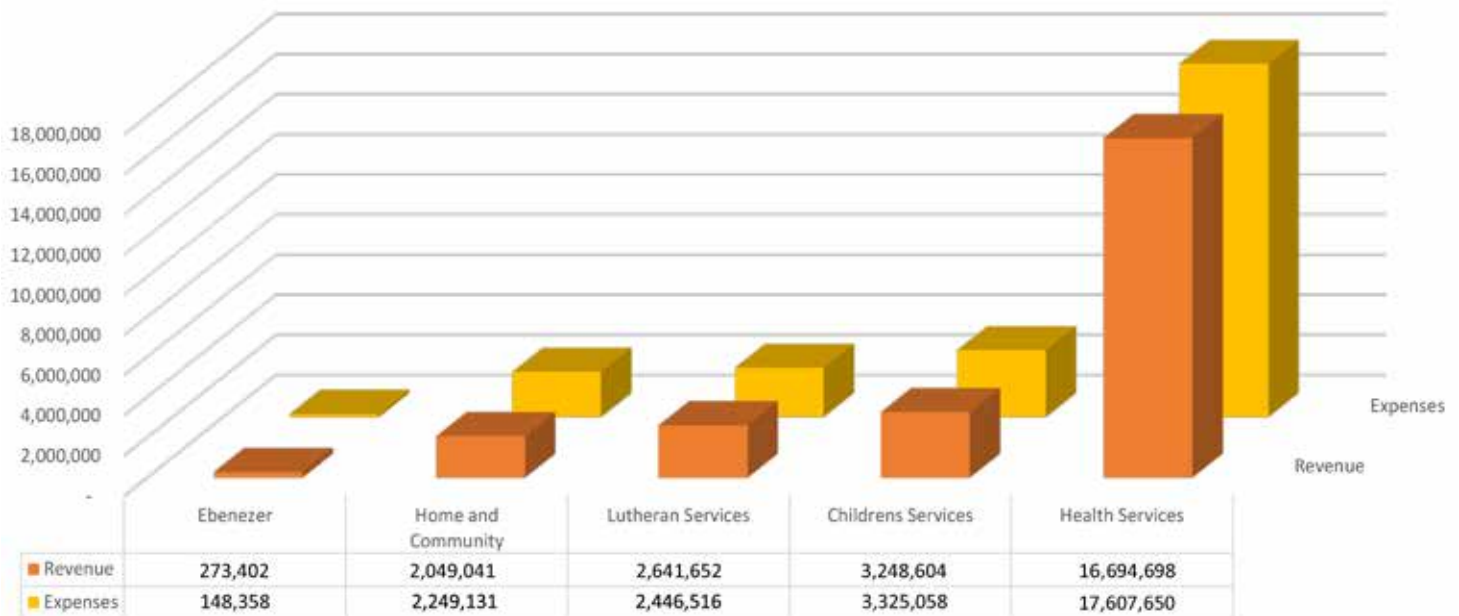
"Caring is a powerful business advantage."

~Scott Johnson

“By 2020, it is estimated that 1 in every 4 (Kitsap) County residents will be 60+”

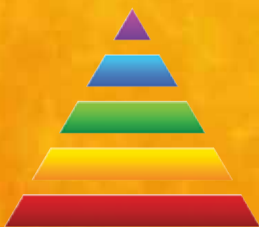
~Kitsap County Division of Aging and Long Term Care  
2016 – 2019 Area Plan

Under-  
Compensated  
Care Provided  
**\$1.7M**



#### \*Restatement of 2015

In the past Village Green's activity was consolidated with Martha & Mary Lutheran Services, however, FASB Accounting Standard Update (ASU 2015-02 Consolidation), removed the presumption that a general partner should consolidate a limited partnership, and management has determined that Village Green no longer has to be consolidated. The non-consolidation of Village Green has been retrospectively applied to all periods presented. The changes in the Organization's financial position, unrestricted net asset and activities as of January 31, 2015, as a result of the retrospective application of ASU 2015-02, is presented in this report.



# Est. 1891

Martha & Mary is one of the oldest, thriving private companies in the Northwest.



# 3rd

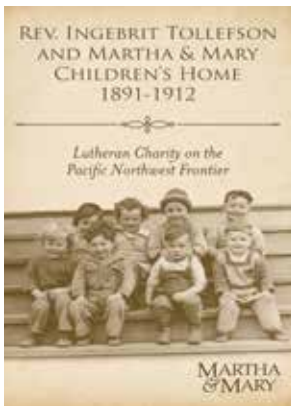
Martha & Mary is Kitsap County's third largest private employer.



# 125 years of caring for Greater Kitsap

Throughout 2016, Martha & Mary celebrated our 125th Anniversary – a significant milestone that provided many opportunities to commemorate the past even as we shared future plans to advance our mission of caring.

The year-long celebration began with the Generations of Care Gala in April 2016 at Kiana Lodge in Poulsbo. This festive event raised more than \$140,000 and included silent and live auctions, dinner, and a fireworks finale over Agate Pass. The Gala also featured the release of *Rev. Ingebrit Tollefson and Martha & Mary Children's Home 1891—1912*, a book chronicling the early history of Martha & Mary by trustee Bob Nichols, a Poulsbo native and retired history professor.



In our early years, the 30th of May Celebration, or Children's Home Day, marked our official founding and brought thousands of visitors to the Home. For the 125th Anniversary, we remembered this occasion twice. As lead sponsor of Poulsbo's annual Viking Fest Parade, our staff, volunteers, trustees, and Martha & Mary KIDS families proudly marched, 150 strong, followed by a picnic. Then on May 31, birthday parties took place on all Martha & Mary campuses, giving staff the opportunity to recognize 125 years of service to Greater Kitsap.



"Poulsbo is Martha & Mary, and Martha & Mary is Poulsbo."

Becky Erickson - Mayor of Poulsbo





# Congressional Record

PROCEEDINGS AND DEBATES OF THE 114<sup>th</sup> CONGRESS, SECOND SESSION

## House of Representatives

HONORING THE 125TH ANNIVERSARY OF MARTHA & MARY

HON. DEREK KILMER  
OF WASHINGTON

Art therapy activities are important components of our quality of life programming. On September 10, 2016, our Open House and Art Show showcased the



artistic achievements of our residents and children. The highlight of this festive event was Congressman Derek Kilmer's proclamation and Mayor Becky Erickson's remarks, which included her declaration that "Poulsbo is Martha & Mary, and Martha & Mary is Poulsbo."



As the year drew to a close, two final activities took place to conclude the 125th Anniversary Celebration. Our Resident Council completed a special cookbook to observe this landmark anniversary, with proceeds from the sales supporting Martha & Mary KIDS. The annual Donor Appreciation and Philanthropy Awards featured stories from community leaders and Martha & Mary clients, and recognized the generosity of the Langer Smith family and Kitsap Bank, whose loyal support has spanned decades.



1916



2016

*In honor of Martha & Mary's  
125th Anniversary, we  
received two extraordinary  
contributions that are  
making a big impact on  
quality of care.*

The wonderful generosity of the Helen Langer Smith family provided the final support needed to complete the full renovation of resident rooms in our memory care unit (Courtyard).

We installed new flooring, lighting, and bathroom fixtures, updated cabinetry and window coverings, and painted, giving the rooms and hallways a fresh, new look.

We upgraded infrastructure to make us more efficient and extend the life of our facility. Thanks to the Langer Smith family and other donors, our memory care unit has never looked or felt better.

Donors who wished to be anonymous gave a major gift to establish a Training Fund and support the 125th Anniversary Gala. These generous supporters care deeply about training for nurses and its importance to quality care. Their gift provides advanced, online training and has increased wound care knowledge within our staff. Thanks to these loyal supporters, we continue to increase nursing expertise now and into the future.

*Thank You*

## The generosity of caring.

### **BENEFACITOR SOCIETY**

Community Development  
Block Grant  
InFaith Community  
Foundation  
Kitsap County - Human  
Services Dept.  
Dr. Meredith 'Buz' and  
Helen Langer Smith

### **PATRON SOCIETY**

Carl G. Behnke

### **PRESIDENT'S SOCIETY**

Kitsap Bank  
Anonymous

### **TOLLEFSON SOCIETY**

Bainbridge Community  
Foundation  
Bethany Lutheran Church  
Ray and Jan Bourhill  
Bill and Kathy Brueggemann  
Chevron Humankind  
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Memorial Lutheran Church  
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Foundation  
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Jon and Linda Hicks  
Steve and Debbie Hill  
Jim and Carol Hoffman  
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Dale and Jeri LaBelle  
Lynette Ladenburg  
Bill and Barbara Lear  
Michael and Tecla Legge  
Julie Lightfoot  
Doug Love and Rachel  
Running  
Megan McDermaid

McKesson Medical Surgical  
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Steven Verderber  
Bobbie Moore and  
Walt Elliott  
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Robert and Sharon Nichols  
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Ken and Sandy Robinson  
Phil and Anita Rockefeller  
Lois Rolfe  
Silverdale Lutheran  
Church  
Chad and Melanie Solvie  
Steven and Linda  
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Ed and Lori Stern  
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Edward and Casey Vella  
Vincent and Mary Ann  
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Vinland Lutheran Church  
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Roger and LouAnn Wood  
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Marcia P. Daughtry  
Emmanuel Lutheran  
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Marko Pineskoski  
Mayor Becky Erickson  
Greg and Teri Ferreira  
Susan and Kenneth  
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Lisa and Rich Hecker  
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Ed and Karen Kushner  
Don and Ramona  
Lachata  
Marlene Le Mire  
Liberty Bay Bank  
Peace Lutheran Women's  
Mission League  
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James and Sharon Moore  
Our Saviour's Lutheran  
Church  
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Rosalyn Sarion  
Swift Plumbing & Heating  
Delores Van Wyck  
Dr. Matthew Voorsanger  
Johnny Walker  
Harry and Nancy Wetzler  
Bob and Sally Winkel  
Anonymous

### **HERITAGE CIRCLE**

Acupuncture and  
Wellness Center  
Representative Sherry  
Appleton  
Dan and Joyce Barry  
Rodney and Rachel Bauch  
Ole and Paula Birkland  
Raymond and Jan Bourhill  
Justin and Jennifer Brauer  
Hilma Bridges  
Jim Hornus and Therese  
Campion



*"You really can change the world if you care enough."*

*~Marian Wright Edelman*



Steve and Lee Coleman  
Columbia Bank - Poulsbo  
Kazumi and Tim Creech  
Richard and Vickie Crockett  
Christopher and  
Stephanie Davenport  
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Dana Visser  
Robert Webster and  
Linda Maculanlan

Alisha and Joshua Weiss  
Kaycie Wood  
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Power Squadron  
Ace Agustin  
Era Anderson and  
Christopher Neal  
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Diane Baldi and  
Joseph McPherson  
Jeffrey Bassett  
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James Bennett  
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Ted and Joanna Carlson  
Lon Carruth  
Claire Chavanu  
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Donald and Jean Danielson  
Donna Davidson  
Dorothy Deits  
Mr. and Mrs. Steven Dodge  
Scott and Patricia Ellerby  
David Emmons  
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Lutheran Church  
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Jennifer and Robert Forbes  
Mary Ann Guerrero  
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Gwen Hannon  
Wendy Hardtke  
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Betty Herman  
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Kevin Hull  
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Van Berkorn  
Diana Wasson  
Wehrung's Lumber &  
Home Center

(continued)



# Special Gifts

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

## *In Honor of*

Patti Lumsden  
Janet Herren  
Vennie Espiritu

## *In Memory of*

Delfin D. Arreola  
Mary Beckman  
Jenny Brumley  
Rebecca Clearman  
Earl Hagen  
Estelle Harris  
Helga Husby  
The Janning Family  
Melvin "Bud" Johnson  
Florence Kempton  
Nancy Knowles  
Muriel Neubauer  
Angie Parrish  
Frances Ramage  
Betty Tobin  
Jerry Ray Wedel



# The generosity of caring. (continued)

## **SUPPORTER** (continued)

Shelley Wood  
Harriet Wright

## **FRIEND**

Marilu Aganon  
Deanna Albrecht  
Joseph and Janet Alecci  
Grant and Farrel Alexander  
Dave Amos  
Dorothy Anderson  
Jennifer and Johannes Bailey  
Dan Barry  
Rosie Bayes  
Heather Beal  
Walter Beckman  
Monica Blackwood  
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Thomas and Elsie Boot  
Margo and Kevin Bouchillon  
Carrina Brock  
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Joan Carson  
Charlotte Caskey  
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Virginia Chapman  
Daniel E. and L. Jane Collins  
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Cathleen Cooney  
Gary and Tineke Dahl  
Barb Dickenson  
Jeffrey C. Drescher  
Douglas and Kathy Dudgeon

Ann Dyer  
Wayne and Shelley Ferber  
Donald Fisk  
Richard and Ellie Frederickson  
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Elizabeth Landry  
Joseph and Lucia Lara  
David Larson  
Lois and Thomas Lee  
Chris and Marci Lee  
Jerome and Debra Lemickson  
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Kathleen Monahan  
Jacob and Marie Monlux

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Network For Good  
Eugene and Marilyn Olson  
One Call For All  
Randy Parker  
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Christi Ryan  
Frederick and Madrigal Saas  
Kathy Sawaka  
Sharon Schell  
Carolyn Shields and  
Stephen Thomas  
Silverdale Rotary Club  
Foundation  
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Bill and Donna Sibbers  
Andrew and Tonya Stone  
Margaret Strindberg  
Stephen and Kathleen  
Ann Stroh  
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Donna Svarthumle  
Colleen R. Swanson  
Tom Taylor  
Sharon Thorson Trust  
Louise Urness  
Jessica Visserman  
Robert Waller  
David and Tracey Weikel  
Mildred and John Whealdon  
Harry Yoshimura  
Geraldine Zabriskie



**A special THANK YOU  
to our ten Member  
Congregations for  
their generous support.**

- Bethany Lutheran
- Community of Christ at Memorial Lutheran
- Emmanuel Lutheran
- Family of God Lutheran
- Our Saviour's Lutheran
- Peace Lutheran
- Port Madison Lutheran
- Poulsbo First Lutheran
- Silverdale Lutheran
- Vinland Lutheran

## **2016** DONOR APPRECIATION **PHILANTHROPY AWARDS**

Martha & Mary honored the Helen Langer Smith Family and Kitsap Bank with its 2016 Philanthropy Awards on Thursday, November 3, 2016 at the Village Green Community Center in Kingston, WA. The Philanthropy Awards are an important part of the organization's annual Donor Appreciation Reception, which celebrates the vital role donors play in Martha & Mary's mission of caring. The Langer Smith Family and Kitsap Bank were recognized for their decades-long generosity and loyal support of Martha & Mary. We were delighted to honor them with the 2016 Philanthropy Award.



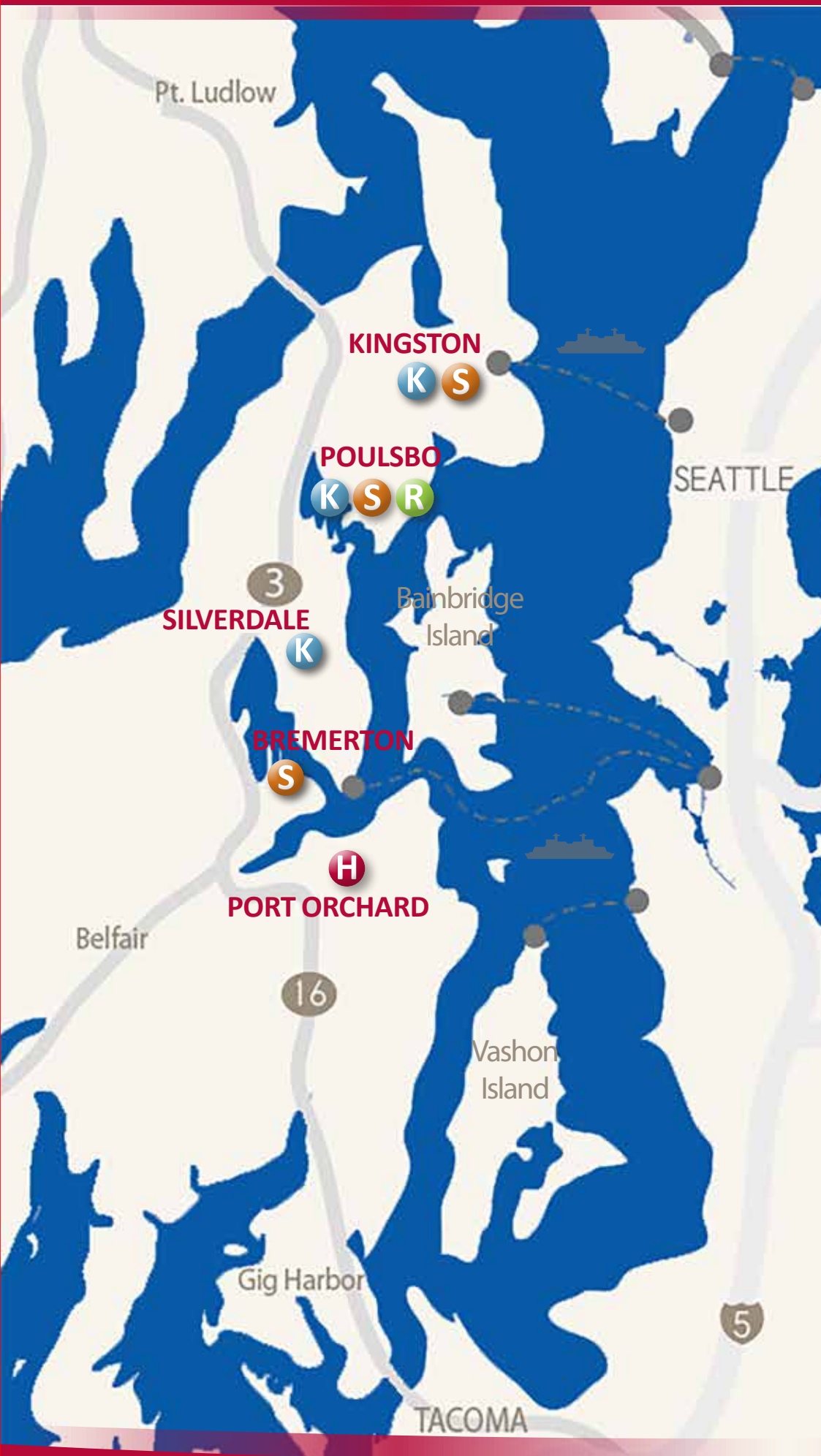
ABOVE: The Langer-Smith Family (l-r) Stephanie Smith; Helen Langer Smith; Buz Smith, Cydly Langer Smith

LEFT: Kitsap Bank Executives and M&M Leaders (l-r), Brad Gitch; Lynette Ladenburg; Bonnie Olson; Helen Stoll; Alan Crain; Marlene Mitchell; Steve Politakis; Lael Alecci

**"Be the change you wish to see in the world."**

*~Anonymous*





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



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

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## OUR MISSION

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.

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## CONTACT US

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web: [www.marthaandmary.org](http://www.marthaandmary.org)

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