



To: Martha & Mary Board of Trustees

From: Lynette L. Ladenburg, CEO

Re: CEO Report

Date: January 23, 2018

Financials/Audit

Consolidated Change in Net Assets for the month of November and December Financials was a loss of \$27,503 and \$79,324 respectively. The year-to-date gain as of November and December was \$185,772 and \$135,140. The Health Services census averaged 165 and 166 respectively with an overall census of 162 for 2017. The Health Center is at a year-to-date net loss of \$201,857; however, they are under budget \$134,027 for the year. Children Services, after management fee has a net loss of \$42,970 year-to-date. Ebenezer ended the year with a net profit of \$137,110, which included investment earnings of \$57,280. At Home, after management fee, has an overall net income of \$1,574 for the year. The draft 12/31/17 financials for Martha & Mary ended with a positive net income from operations of \$135,140 and a positive cash flow for the year of \$536,236. The December Financials are in draft form until the completion of the audit.

Recruitment and Retention

The Senior Leadership Team (SLT) has been working diligently analyzing the 2017 new employee hires and terminations for each corporation and overall for Martha & Mary. The team will be providing a presentation at the Board meeting Thursday with monthly retention numbers, reasons for termination and years of service statistics. Throughout 2018, the SLT will continue reporting on the progress we are making with recruitment, staffing, employee satisfaction and retention.

Operational Efficiencies

As one of the goals from the Leadership Retreat in 2017, we continue to look at better ways to serve our clients, staff, families, community and the overall structure and make-up of the organization. In early January, we received notice from a Health Services employee who announced her retirement after 23 years. The team examined the position and, with the recommendation of her Director and because of the implementation of PointClickCare, we were able to merge this position with the Transportation Coordinator job. This supports our goal for better efficiencies to meet the needs of our residents and clients.



Health Services

On January 3, 2018 we went live on PointClickCare. With months of preparation and hours of hard work from the PCC team and the entire Martha & Mary staff, we are proud to say the conversion was successful and continues to meet and go beyond our expectations for an electronic health record system. We are only beginning to realize the opportunities this significant change in operations will bring us. Congratulations and a big thank you to the entire team who made this happen.

M&M Kids Before and After

We are proud to announce and welcome Heather Dartt to Martha & Mary as our new Administrator for Martha & Mary KIDS Before and After School. Heather has been busy getting to know her staff, meeting with the North Kitsap School District administration and advocating in Olympia on the Hill for before and after school programming. An introduction and update on the Martha & Mary KIDS Before and After School program will be provided during the CEO report.

Development

Congratulations to Paula, Chris, Michael and everyone who worked diligently on the Building Communities Fund grant and their continued to advocacy for this project over the last 12 months. On January 19, 2018, with the signing of the Washington State capital budget, Martha & Mary was awarded \$1,000,000 to help complete the Best Practice Renovation and some much needed repairs/updates to the infrastructure of the Health Services building. Paula Rimmer and Chris Vernon-Cole will provide a report and project outline to the BOT on Thursday.

2017 Planning Retreat - 2018 Directions, Goals, Vision

*Operational efficiencies, recruitment and retention are the focus for 2018, along with opportunities of growth, development, partnerships and expansion. We are setting priorities by thinking differently. Our message needs to be simple, engaging and results driven. As we work on workforce investment and using our talent and resources wisely, we will focus on the **“right person, right job”**, regular communication to staff, outreach to the community, and in restructuring employee relations – separating day-to-day human resource management from employee recruitment strategies and activities. Senior Leadership maintained, in order to thrive and continue to grow, Martha & Mary needs to focus on accountability, continuous improvement and stability.*