

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

CARING FOR CHILDREN AND SENIORS SINCE 1891



Martha & Mary Lutheran Services  
**DELEGATE / TRUSTEE HANDBOOK**  
**2018-2019**

April 2018

# 2018 – 2019 TRUSTEE / DELEGATE HANDBOOK

## Table of Contents

<b>Welcome</b>	<b>3</b>
<b>Mission and Shared Values</b>	<b>4</b>
<b>Corporate Overview</b>	<b>5</b>
<b>Governance Overview</b>	<b>6</b>
Member Congregations	6
Delegates	6
Board of Trustees	6
<b>Delegate Duties &amp; Responsibilities</b>	<b>7</b>
Becoming a Delegate	7
Delegate Changes	7
Delegate Term of Office	7
Delegate Duties & Responsibilities	7
Voting on Substantial Issues	7
Annual Meeting	8
Delegate Verification Prior to Annual Meeting	8
Support for Delegates	9
Delegate Event Participation	9
Delegate Board Committee Participation	9
<b>Trustee Duties &amp; Responsibilities</b>	<b>10</b>
Trustee Representation on the Board	10
Selecting Trustees	10
Board of Trustees Duties & Responsibilities	11
<b>Health Services</b>	<b>12</b>
<b>Home and Community Services</b>	<b>15</b>
<b>Children's Services</b>	<b>16</b>
<b>Senior Living Services</b>	<b>18</b>
<b>History of Martha &amp; Mary</b>	<b>30</b>

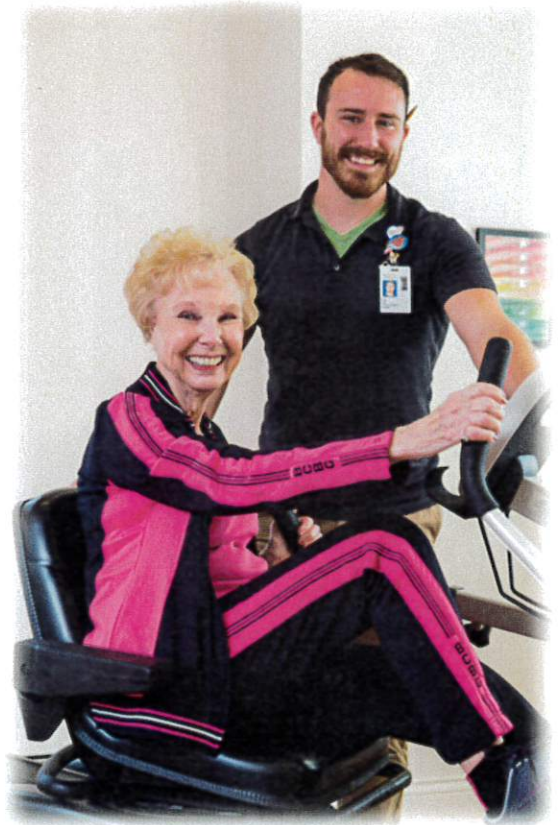
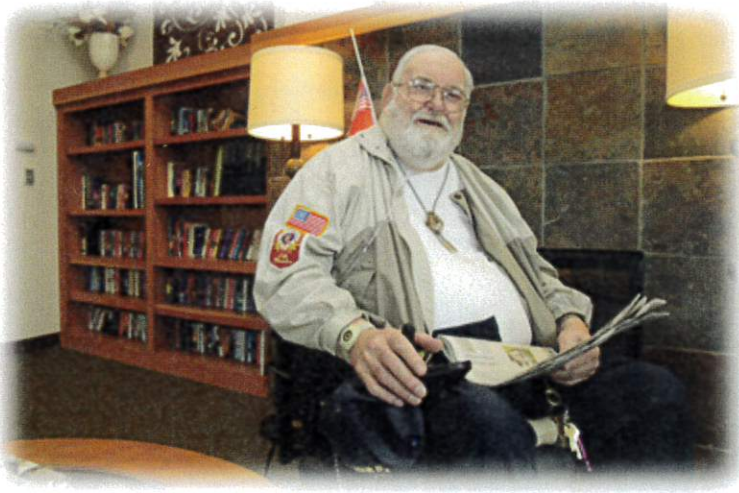
## WELCOME

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 your congregation to participate in our mission of caring for children, seniors and families in Greater Kitsap County.

Martha & Mary values the special relationship we have with our 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 in relation to the community needs they address;
- Advocate for Martha & Mary within our community; and
- Serve as a resource for your congregation and other community members needing Martha & Mary services



## 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.



## SHARED 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.

MARTHA<sup>SM</sup>  
& MARY

HEALTH  
SERVICES 

  
Senior  
Living<sup>SM</sup>

Kids<sup>SM</sup>

Kids<sup>SM</sup>  
Before and After School

At  
Home<sup>SM</sup> 

  
BAY VISTA  
COMMONS

## CORPORATE OVERVIEW

Martha & Mary has five non-profit corporations:

**Martha & Mary Lutheran Services (MMLS)**, the "parent" corporation of four subsidiary non-profit corporations -

### Meeting the care needs of our community

Martha & Mary's long history began in 1891 with the building of a children's home.

Overtime the care requirements for our community changed and Martha & Mary changed, too, to meet the community's needs.

- **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 and after school and summer enrichment programming at seven schools.
- **Martha & Mary Ebenezer Services (MMEbenezer)**, 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.

Martha & Mary also has one joint-venture partnership:

- **Village Green Kingston Associates**, a joint venture with Shelter Resources, Inc. and Key Bank, developed The Village Green Senior Apartments, which offers 35 apartments for independent seniors in Kingston. Martha & Mary's participation was key in helping to secure tax credits to assist in funding this project.

Lastly, Martha & Mary has three management contracts:

- **Bremerton Housing Authority** has provided Martha & Mary Lutheran Services (MMLS) with a management contract to operate Bay Vista Commons, a 72 unit assisted living facility with memory care services, in Bremerton.
- **North Kitsap School District** has provided Martha & Mary KIDS (MMCS) with a management contract to offer before and after school and summer enrichment programming services to all six of their elementary schools.
- **Central Kitsap School District** has provided Martha & Mary KIDS (MMCS) with a management contract to offer before and after school and summer enrichment programming services at Cougar Valley Elementary School.



## GOVERNANCE OVERVIEW

### Member Congregations

Martha & Mary Lutheran Services (MMLS) is supported by ten supporting or Member Congregations in Kitsap.



Our Member Congregations are:

- **Bethany Lutheran Church** - Bainbridge Island
- **Emmanuel Lutheran** – 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
- **Vinland Lutheran Church** – Poulsbo

### Delegates

Each church is entitled to provide three individuals to serve as Delegates to Martha & Mary Lutheran Services (MMLS).

Delegates from the Member Congregations elect the Board of Trustees for Martha & Mary Lutheran Services (MMLS).

### Board of Trustees

Trustees of the four subsidiary corporations are appointed by Martha & Mary Lutheran Services (MMLS) Board of Trustees.

The intention is that Trustees of the subsidiary corporations will be the same as the Trustees of Martha & Mary Lutheran Services (MMLS), with each corporation having its own officers and meeting schedule for oversight of corporate affairs.



## DELEGATE DUTIES & RESPONSIBILITIES

Martha & Mary's Member Congregations elect or appoint Delegates to act on important decisions that are made to further Martha & Mary's mission to serve children, seniors and families in our community.

### Becoming a Delegate

Martha & Mary maintains a current roster of Delegates and sends notices of meetings and other information whenever necessary.

### Delegate Changes

If one of your congregation's Delegates must resign during their term, your congregation should appoint a new Delegate right away and then notify Martha & Mary within 30 days.

### Delegate Term of Office

The term of office and the duties of the Delegate shall begin immediately upon designation by the Member Congregation and verification to Martha & Mary.

- Delegates are asked to serve for a year and may serve longer.
- A Delegate's term of office ends immediately upon the designation of a new replacement Delegate.
- Newly verified Delegates are entitled to vote at the next annual or special meeting of Martha & Mary Lutheran Services (MMLS).
- New Delegates will be able to vote only if Martha & Mary has received written notification of their appointment.

### Delegate Duties and Responsibilities

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

1. Attend an orientation meeting;
2. Represent their congregation at the Annual Meeting and any special meetings of Martha & Mary Lutheran Services (MMLS);
3. Act as a liaison to Member Congregations;
4. Review and disseminate information regarding Martha & Mary Lutheran Services (MMLS) and its subsidiaries to their congregations;
5. Approve substantial decisions of the organization;
6. Elect the Board of Trustees for Martha & Mary Lutheran Services (MMLS); and
7. To render such other service as the Board of Trustees may from time to time request.



### Voting on "Substantial Issues"

The Board of Trustees governs the affairs of Martha & Mary Lutheran Services (MMLS). Delegates, however, vote on "substantial issues" (as stipulated in the Martha & Mary Lutheran Services (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:

- 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;
- Approve the application of a church's congregation to become a Member Congregation;
- Establish or dissolve a subsidiary corporation;
- Dissolve Martha & Mary Lutheran Services (MMLS);
- Sale of all (or substantially all) of the assets of Martha & Mary Lutheran Services (MMLS) or subsidiary corporations;
- Termination of a Member Congregation;



#### **Delegate Verification Prior to Annual Meeting**

Every year Martha & Mary sends a notice to each Member Congregation asking them to verify Delegates for their church.

It is important that we receive notice of any changes in your congregation's Delegates by the end of February.

This is because our Annual Meeting is normally scheduled for the end of April and we want to ensure all attending Delegates are authorized to vote.

- Corporate borrowing by Martha & Mary Lutheran Services (MMLS) or a subsidiary which is for the purpose of acquiring real property;
- Amend Martha & Mary Lutheran Services (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. This schedule provides you ample opportunity to study the issues before you vote.
- There may be times when you will be unable to attend an annual or special meeting. The Martha & Mary Lutheran Services (MMLS) Bylaws stipulate "there will be no proxies."

- If there are any items that you would like to have considered for the Annual Meeting agenda, please notify Martha & Mary.

### **Support for Delegates**

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. Additionally, you will receive additional updates and materials throughout your term.



### **Delegate Event Participation**

As a delegate, you are encouraged to attend (and invite members of your congregation and friends to attend) Martha & Mary special fundraising events, such as the annual spring *Generations of Care Gala*, educational events, and other Martha & Mary gatherings.

### **Delegate Board Committee Participation**

Delegates interested in learning about serving on Martha & Mary Lutheran Services (MMLS) committees or task forces should contact Martha & Mary.

Standing committees include Finance, Governance, Strategic Planning, Development, and Church & Community Service. The Governance Committee will be happy to meet with you to determine if your participation meets the Board's needs and yours.

## TRUSTEE DUTIES & RESPONSIBILITIES

### Trustee Representation on the Board

The Martha & Mary Lutheran Services (MMLS) Board of Trustees is made up of Delegates or members of the Member Congregations (at least 51% of the board's membership), and individuals from communities Martha & Mary serves (no more than 49%; known as Trustees-at-Large).

After careful review and deliberation, the Governance Committee selects those individuals it feels will bring the desired leadership, experience and diversity to the Board of Trustees.

### Selecting Trustees

The Governance Committee is charged with identifying and recruiting individuals to serve on the Martha & Mary Lutheran Services (MMLS) Board of Trustees.

- Looking for a diversity of qualities and skills, the Governance 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 of Trustees.
- A "Slate of Nominees for Board of Trustees" is presented to the Delegates at the Annual Meeting for approval.
- Nominations for Trustees may come from the floor at the time of the election, but candidates must have agreed to serve on the Board of Trustees, and a statement of qualifications must be presented to the Delegates.
- Trustees may suggest candidates for Trustee positions anytime throughout the year. It is preferable to receive them at least three months before the Annual Meeting, by notifying the Board President of Martha & Mary Lutheran Services (MMLS), so that candidates can be interviewed and considered by the Governance Committee.
- Because Trustee vacancies occasionally occur, the Governance Committee works throughout the year, and the Board confirms individuals nominated to complete an unfulfilled term of office.



## Board of Trustees Duties and Responsibilities

The Martha & Mary Lutheran Services (MMLS) Board of Trustees serves as the governing body for the organization 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 Martha & Mary Lutheran Services (MMLS) Board of Trustees provides for the future growth and development of Martha & Mary in accordance with the organization's strategic objectives and goals.



## HEALTH SERVICES

Martha & Mary Health Services is the largest subsidiary corporation of Martha & Mary Lutheran Services (MMLS), operating as a non-profit licensed skilled nursing facility known as Martha & Mary Health and Rehab Center.



### Health and Rehab Center

The Health and Rehab Center is licensed for 190 beds and provides 24-hour skilled nursing services. Dedicated professional staff, including MDs, NPs, RNs, LPNs, Nursing Assistants, Licensed Therapists, Social Workers and a Dietician provide quality, compassionate care, maintaining residents' rights, self-worth, and dignity. An Administrator supervises and oversees all programs and services.

#### Health Services Mission

Martha & Mary Health Services Mission: Martha & Mary Health Services provides quality, compassionate health care for adults and seniors regardless of faith, ethnicity or economic status. We do this in a Christian manner by offering the people we serve intergenerational experiences and an opportunity to live with dignity, honor and individuality

#### Care 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.

Post-acute programs, like post-surgical rehab and cardiac reconditioning programs are also offered at the Health and Rehab Center with physical, occupational, and speech therapy services provided in-house by licensed professionals who are managed and contracted through Consonus Health.

#### Care Center

A major renovation in 1998 provided for a warmer and more inviting setting for our residents. Atria and gardens enhance the resident nursing units. A chapel, reception area, 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, Environmental Services (Laundry and Housekeeping), and Rehabilitation are located on the first floor.

Beginning in 2014 a new renovation of the Health and Rehab Center began.

This remodel, boosted by a \$1 million Washington State Building Communities Fund grant, is scheduled for completion in 2020.



Upgrades will be made to all nursing units and common areas. Updates to our 60-year old building will improve energy efficiency, rebuild infrastructure, and enhance technology to support “best practices” standards for senior care.

## Nursing Units

There are three distinct nursing units at the Health and Rehab Center:

- The **Garden Unit** provides short-term rehabilitation for postoperative care including orthopedics.

Nursing care is provided for acute conditions such as stroke, heart attack, traumatic injuries, and medically complex residents.

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/memory losses, and frequently behavior changes.



The Bay Unit includes the **Courtyard**, which is a secured 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.

## Residents

Martha & Mary Health and Rehab Center accepts residents without regard to their race, creed/religion, national origin or economic status. Additionally, residents may be private pay, Medicare or Medicaid; a resident's payment status is always 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 non-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.

### Intergenerational Program

Our signature quality of life program brings young children from the Martha & Mary KIDS child care centers to the Health and rehab Center to participate in activities with residents on a nearly daily basis. The generations sing and dance, create art projects, work on puzzles, and generally infuse the building with vitality.

### Care for the Whole Person

Martha & Mary Health Services cares for the whole person: physical, spiritual, emotional and social:

- A Nurse Manager, a Social Worker, and Activity Specialists serve each unit.
- A Chaplain provides regular religious services, Bible studies, and spiritual care to residents, families and staff. Clergy from the larger Kitsap community volunteer to conduct services on Sundays, including Catholic services, to minister to residents regularly.
- Volunteers, supervised by a Resident Life Services Director, provide 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, encouraging interactive participation and providing life enrichment. A volunteer horticulture therapist involves the residents in nurturing plants and arranging flowers using our beautiful greenhouse. In addition, more than 50 pets visit Martha & Mary on a regular basis.

- In 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.

For many residents, Martha & Mary Health and Rehab Center is a place for recuperation on the way to complete recovery.

For others, through the compassionate care we offer to them, acceptance of death is attained as yet another transition of the life cycle.



## HOME & COMMUNITY SERVICES

Since 2009, Martha & Mary has been serving the community in response to the growing community need for in-home care services.



### Home Care

Martha & Mary AT HOME offers home care services to seniors and adults throughout Greater Kitsap County.

#### 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.

Bringing training, integrity and compassion to every person they serve, our team of nearly 100 caregivers help our clients remain secure and independent in the comfort of their own homes.

Caregiver services include assistance with a wide variety of non-medical care needs, including grooming, bathing, meal preparation, light housekeeping and transportation. In-home care is available for those with limited needs and those with 24/7 needs.

#### Award-Winning Care

In January 2018, Martha & Mary AT HOME was again named a "Best of Home Care – Provider of Choice" by Home Care Pulse®, the leading firm in quality assurance for home care. Martha & Mary AT HOME has earned this recognition eight years in a row. Based on customer satisfaction ratings, this award reflects our strong commitment to exceptional care for our clients.

### Welcome Home Package

To ensure a smooth transition home after a medical procedure, a flat rate, 5-hour Welcome Home Package is offered to community members.

Package services may include any or all of the following: Transportation home from the hospital/care center, prescription pick-up, follow-up appointment arranging, grocery shopping, refrigerator cleaning, meal preparation, light housekeeping, laundry and linen changing, companionship, and a follow-up phone call 3 days after visit.



### Geriatric Care Management

Geriatric Care Management services are also available through Martha & Mary AT HOME. A Geriatric Care Manager is a health and human services specialist, available to serve as an advocate for seniors and their families by connecting them to area resources and coordinating care services.

## CHILDREN'S SERVICES

The need for high quality child care and early learning programs for our employees and community is realized through Martha & Mary Children's Services.



Martha & Mary KIDS offers programs for Infants, Toddlers, Preschoolers and PreK students, in addition to before and after school and summer enrichment programming for school-age children.

### 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.

Children from four weeks to 12 years of age are accepted into our programs without regard to race, religion, or ethnicity. However, preference is given to children of Martha & Mary employees, which adds stability to our workforce.

### Nurturing the Whole Child

Martha & Mary KIDS is committed to providing the comfort and encouragement young children need to explore, express and thrive.

All programs offer research-based, developmentally appropriate activities that focus on each child's social, emotional, cognitive and physical growth in a fun and challenging way.

Our programs reinforce the belief that a high quality, foundational learning environment should include safe, engaging spaces and materials, meaningful interactions with peers and adults, and intentionally designed experiences.

By bringing these three elements together, Martha & Mary KIDS programs inspire a lifelong love of learning, which sets the stage for future academic success and healthful living.

### Child Care & Early Learning Programs

Early learning programs are available for Infants, Toddlers, Preschoolers and PreK students at three separate sites:

- **Martha & Mary KIDS Child Care Center** – Poulsbo
- **Martha & Mary KIDS Children's Learning Center** - Poulsbo
- **Martha & Mary Early Learning Center** - Silverdale



## Intergenerational Program

Our signature Intergenerational Program is offered at both Martha & Mary Health and Rehab Center and Crista Shores, benefitting both the children and the residents with whom they are matched.



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.

## Devoted Early Learning Professionals

Our caring and attentive team is highly trained in the field of early learning and deeply passionate about fostering your child's growth and development.

Martha & Mary KIDS regularly provide continuing education opportunities to staff members to enhance their professional skills.

This investment in employees has resulted in loyal and tenured team who are well prepared to provide a consistent care and learning environment for children.

## The Parent-Teacher Alliance

Serving as both a care resource and early learning expert, Martha & Mary KIDS' goal is to be each family's partner in promoting their child's healthy development.

Regular communication is key to this endeavor. Upon request and at regularly scheduled times, staff members offer Parent-Teacher Conferences to review and discuss each child's individual progress and address family's concerns.

Additionally, the teaching team is always happy to suggest learning activities that can be incorporated at home to bridge and support weekly classroom curriculum.

## School Age Programs

In January 2001, Children's Services began providing before and after school programming at all North Kitsap elementary schools. Enrichment programming is also offered during school breaks and summer vacations.

Martha & Mary KIDS provides the same services to one elementary school in Central Kitsap: Cougar Valley Elementary.

The many programs of our Children's Services are designed



### Early Achievers

Martha & Mary KIDS are proud participants in Early Achievers, Washington's premier child care quality rating and improvement system.

Early Achievers has awarded all three of our child care centers a "Quality of Excellence" rating.

## 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

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.



### 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.

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 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. In 2017, Martha & Mary was granted a 7 year contract extension to continue management services for Bay Vista Commons.



## HISTORY OF MARTHA & MARY

### 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 it 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

### **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 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.

### **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 almost 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 nearly 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 Mar-

tha & Mary Home and Community Services, formerly known as Simeon Services, which has not been active since its inception 25+ years ago.

## **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 to-gether. 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 Children's Services 30th Anniversary**

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

### **2014 Health and Rehab Center "Best Practices" Renovation Begins**

Scheduled for completion in 2020, a major renovation of the Health and Rehab Center began.

### **2016 Martha & Mary 125th Anniversary**

This milestone was celebrated all year long throughout the Greater Kitsap community.

### **2018 Martha & Mary Receives a \$1Million Grant**

This grant from the Washington State Building Communities Fund recognizes Martha & Mary's value to our community, the quality of care we provide and the dedication of our employees to our mission of caring. This funding will be used to complete the "best practices" renovation that was started in 2014.

## SPECIAL ADDENDUM FOR TRUSTEES

### Trustee Commitment

To meet your commitment as a Trustee, you are expected to:

- Attend and actively participate in all of the board's meetings.
- Notify the Board President 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, including individual giving
- 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.
- Meetings are always on last Thursday of each month with the exceptions being:
  - ⇒ September – No meeting typically held in favor of a ½ day planning retreat on a Saturday.
  - ⇒ December - No meeting is typically held.
- A pre-meeting dinner begins at 6pm. The formal meeting begin at 6:45 p.m. and lasts for approximately two hours. Special meetings may be called as needed.
- Committees meet once per month or per quarter, depending on the responsibilities. Committee meetings last from 1hr-2hrs depending on the task at hand. Task Forces, will be formed and meet as needed.
- A board "year" begins with the Annual Meeting held in April. The Annual Meeting is the last Thursday in April at 6:00 pm. A brief Board Meeting follows.



### Responsibilities

- Determines organization's mission & purpose
- Hire / Evaluate the CEO
- Ensure effective organizational planning
- Enhance community image and support fundraising
- Fiduciary responsibility
- Oversight to ensure quality programs and services
- Ensure legal and ethical integrity