



THE  
ROOTS  
*of Faith*

ANNUAL STEWARDSHIP  
REPORT 2014



PRESBYTERIAN  
SENIOR LIVING



## THE ROOTS OF FAITH

As a not-for-profit provider of housing and services to seniors, we are occasionally asked about how being founded as a ministry of the Presbyterian Church affects the way we serve people today. We proudly claim our faith-based history and strongly believe that it speaks volumes about why we feel called to this important work and how we reach out to serve others. From the volunteer service of our governing board of trustees and the members of our subsidiary boards, to the way we design and deliver services on a day to day basis, the fingerprints of faith are found everywhere. From a service perspective, the roots of faith are broad and deep, embracing everyone who comes to PSL in need of support – Christians, Jews, Muslims and others with or without any expressed faith tradition.

This year's Annual Stewardship Report outlines the intersections between faith and action in the work of PSL. As we articulate our values, we make it clear that we do not expect anyone coming to PSL to share our religious perspective in order to be a staff member, volunteer, or receive service from the organization. But the virtues of kindness, compassion and sense of community that are the hallmark of Presbyterian Senior Living are also the fruit of the Christian faith on which PSL is founded; and we hold them up as aspirations for everyone connected with Presbyterian Senior Living. The values articulated in PSL's strategic plan are as follows:

1. **Christian** – PSL strives to provide services and living arrangements in a caring and compassionate manner that is consistent with our Christian faith.
2. **Inclusive** – Reach out to include all persons in the communities in which we serve, as recipients of service, employees, and volunteers, including being involved with the diverse communities we serve.
3. **Integrity** – Adhere to the highest standards of honesty, integrity and impartiality to assure the public trust in the organization and its mission.
4. **Quality** – To enhance the quality of life of those we serve through the provision of exceptional services, maximize the options available to seniors and empower them to choose the services that best meet their needs.

### OUR MISSION

The mission of Presbyterian Senior Living is to offer Christian understanding, compassion and a sense of belonging to promote wholeness of body, mind and spirit.

5. **Stewardship** – To be good stewards of the resources available to the organization with the goal of achieving the greatest good to the greatest number of seniors in the most cost effective manner possible.
6. **Transparency** – Create a transparent environment for the PSL leadership and all constituent groups regarding the organization and its mission.
7. **People** – Provide PSL staff members with a supportive, rewarding and challenging environment that gives opportunity for a satisfying work experience in the service of others.
8. **Volunteers** – Create a supportive environment in which volunteers can exercise creativity in serving others with enthusiasm and energy.
9. **Innovation** – Apply innovation and state of the art technology to meet the needs of current and future residents.
10. **Collaboration** – Encourage the development of relationships with like minded organizations and individuals to meet the needs of seniors.

Ann Fedorchak, Chair  
Tim Beaver, Vice Chair  
Stephen Proctor, CEO



## OUR VISION

To express the love of Christ  
and the understanding  
of scripture concerning  
the divine purpose in creation  
and the dignity of humankind.



## COMMITMENT TO THE NOT-FOR-PROFIT MODEL OF SERVING SENIORS



*Past PSL Board Chairpersons (left to right): William Moyer; John Killian, Esq.; David Wolff; William Parham, Jr.; Ned Gardner; Stephen Proctor (PSL's President & CEO); (seated) Rev. Maynard Grunstra; Philip Miller and George Tjiattas.*

From its inception, Presbyterian Senior Living has been committed to the not-for-profit model for serving seniors. Founded in 1927 before social Security (1935), Medicare and Medicaid (1965), and other social programs designed to help seniors, the original mission statement included the language “Relieving the distress and hardship of the Aging.” In the beginning, every person served by PSL was in dire financial need.

In subsequent years, Presbyterian Senior Living has evolved to meet the changing needs of seniors. This evolution is reflected in a broader service territory and wider range of services provided. Personal care, apartment living, post-hospital medical care, continuing care retirement communities, community services, adult day services and other supportive services are now provided to seniors across a wide economic spectrum. All of these services continue to be provided in a not-for-profit environment where all of the organization’s resources are applied to the ultimate benefit of those we have been called to serve.

By providing ongoing support to those without the resources to pay for the care they need and serving the wider community through education and training; community outreach; volunteerism and civic engagement, PSL continues to fulfill its historic not-for-profit mission. A more complete description of PSL’s effort is summarized in the 2014 Community Benefit Report, which is available on the PSL website at [www.presbyterianseniorliving.org](http://www.presbyterianseniorliving.org).

## EMBRACING THE WHOLE PERSON

At Presbyterian Senior Living, we offer a wide variety of housing and service options to meet the varying needs of seniors. But the common threads behind these service offerings is a person-centered orientation and a desire to meet the needs of the whole person – body, mind and spirit.

### Person-Centered Care



PSL has been at the forefront of person-centered care, from our skilled nursing culture change initiatives to embracing a person-centered focus in every type of service we provide. This means that we embrace and place high value on the relationships that are built between our residents and team members to create the heartfelt connections of home and family for those residing with us. This involves cherishing and honoring the individuals who work and reside with us by working to uphold their traditions and preferences as we would within our own families.

### Masterpiece Living



It is our belief that people come to Presbyterian Senior Living looking for more than a place to meet their needs or receive care in a time of need. They are looking for a place where they can be fulfilled – intellectually, socially, physically and spiritually – a place to grow and learn. Healthy aging is only achieved when all areas of a person's life are fully engaged. Masterpiece Living is one of the primary ways PSL creates an atmosphere where the whole person is lifted up. During 2014, Masterpiece Living was embraced by our communities with successful efforts to engage and empower residents to lead a purposeful life. Residents in all levels of living led programs and shared their talents not only with those who reside or work at the campus but also the greater community. Most importantly, there has been a shift from a focus on reflecting on the past to have a renewed purpose for the future.

### Conclusion

For PSL, the spiritual aspect of meeting the needs of the whole person includes reaching out to persons of all faith traditions to meet their spiritual needs in the way that they deem appropriate. This involves welcoming all of the faith traditions in the wider community to participate in as desired by the seniors who come to us for housing and services.



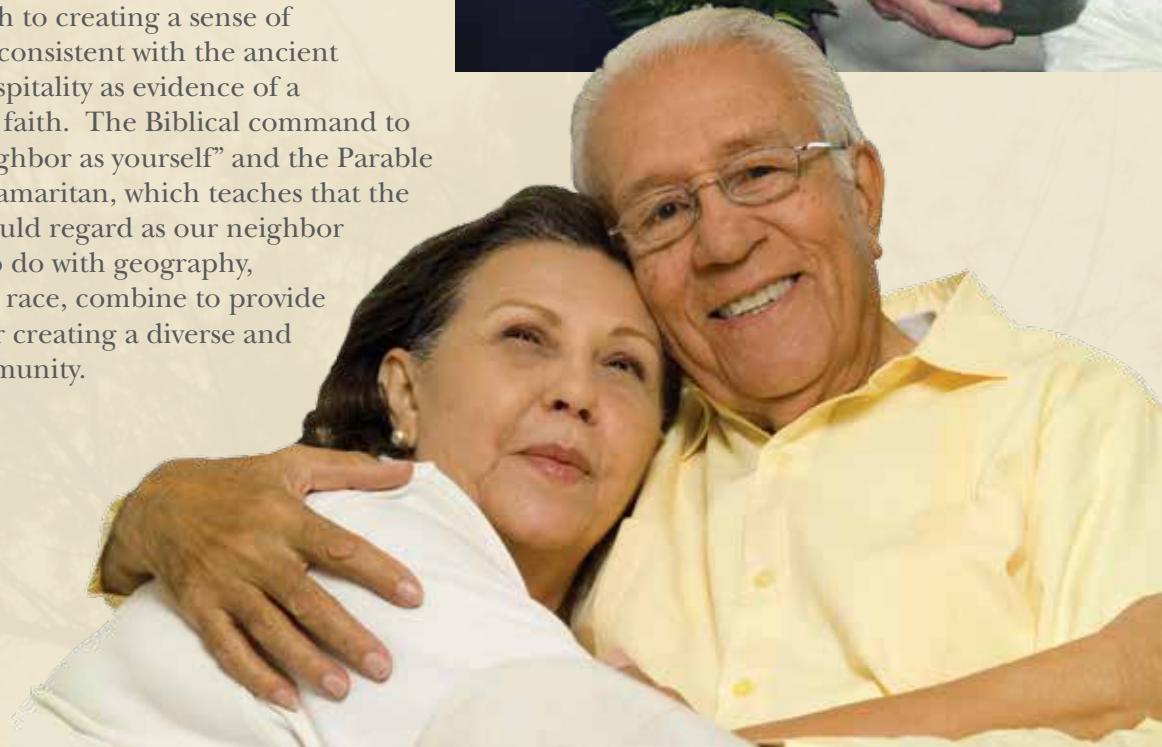


## LIVING IN COMMUNITY

When someone chooses to reside in one of the housing services offered by Presbyterian Senior Living – CCRC, independent living, personal care or skilled nursing, they become part of a new community. One of the most frequently heard comments from new PSL residents is that the big surprise for them was the quality of the people that are now their friends and neighbors in this new environment.

This phenomenon is not an accident. The reference in PSL’s mission statement to “belonging” is all about creating a community as a part of the PSL family. It is through this sense of community that the spirit of inclusion is extended to everyone who comes into contact with PSL, from residents and family members; staff; visitors; and in outreach to the diverse communities where each Presbyterian Senior Living campus is located.

PSL’s approach to creating a sense of community is consistent with the ancient concept of hospitality as evidence of a community of faith. The Biblical command to “love your neighbor as yourself” and the Parable of the Good Samaritan, which teaches that the person we should regard as our neighbor has nothing to do with geography, citizenship, or race, combine to provide a blueprint for creating a diverse and inclusive community.



# ENVIRONMENTAL STEWARDSHIP

The Bible teaches us that the resources of the earth and everything we possess in this life are gifts from God, the creator of all things. As stewards of these gifts, we hold them in trust for future generations. But more importantly, we are accountable to God for how these gifts are used. In this context, sustainability initiatives outlined in PSL's Environmental Sustainability plan go far beyond the desire to be fiscally responsible. They are a heartfelt expression of our most deeply held beliefs about our relationship with God and our role as caretakers of His creation.

So the question is...

## How are we at PSL turning our philosophy of stewardship into action?

**Construction of New Buildings** – All new buildings being constructed by PSL have focused on energy saving design and mechanical systems. Geothermal HVAC systems are becoming the standard in new construction as preliminary studies of buildings with Geothermal systems have shown a 30–40% savings vs. conventional heating and air conditioning systems.

**Improving Existing Buildings** – A ministry like PSL with over 85 years of service requires attention to older buildings, which were constructed in a time of cheaper energy and less efficient technology. Renovation projects often include an investment in more efficient mechanical systems and other improvements such as more energy efficient windows and insulation.

**Going Solar** – A solar array has been installed at Glen Meadows which will supply 70% of the Manor House electric needs for the next 30 years at current rates.

**Design for the Future** – PSL participates in educational events that focus on innovative design and green building techniques and materials. What we are learning is shaping the buildings that are slated for construction in the next two years – buildings that will serve future generations of seniors within the PSL network.

**Rose Fellow Architect, Environmental Sustainability Plan** – PSL has had the benefit of the expertise of Shelly Ann Scott, an Enterprise Rose Fellow architect, to assist in our design efforts, particularly in the area of affordable housing. As a part of her work, she has formed a team to develop a formal Environmental Sustainability Plan; and with the support of PSL's Finance Department, has developed an Environmental Sustainability loan fund to increase PSL's investments in this area.

Like the Biblical command to do good works, there is never a time when we can claim that we have reached the goal of stewardship. The focus on stewardship will always be ongoing. We can cite progress, but the opportunities to improve are endless.





## THE COMMITMENT OF VOLUNTEERS

One of the defining features of the faith-based, not-for-profit organization is the involvement of volunteers to further the aims of the organization. Starting with a volunteer governing board of trustees and subsidiary corporation board members, the work of volunteers is at the heart of everything we do to achieve our mission.

One of our most consistent sources of volunteers is independent living residents, whose engagement is clear evidence of the sense of community that is a part of the PSL culture. Another reliable source of volunteers is the various faith-based constituencies in the communities we serve, where reaching out to serve others is a natural expression of their religious and moral values. These individuals are joined by family members, friends, and PSL staff members who form a faithful group that in 2014 provided more than 140,000 hours of service across the PSL network.



There are many reasons why people give their time freely to make someone else's life better. One reason cited by many people of faith is articulated in the words of Jesus in Matthew 25:37 – 40.

*Then the righteous will answer him saying, "Lord, when did we see you hungry and feed you or thirsty and give you drink? And when did we see you a stranger and welcome you or naked and clothe you?..." "Truly I say to you, as you did it for one of the least of these my brothers, you did it to me."*





## THE WORK OF STAFF – CALLED TO SERVE



Not everyone has the skills and temperament to work in a ministry of caring for seniors. Presbyterian Senior Living is always on the lookout for that special person who has the talent and ability to perform the essential aspects of a particular job, along with a genuine affection for older persons and a desire to serve them. When questioned, many of the persons on the PSL staff, from administrative staff to front-line caregivers, will talk about their work with seniors as a “calling.”

What does it mean to be “called”? The idea of being called to a vocation or purpose in life has been common in religious circles for thousands of years. The Biblical accounts of persons being called for service are often vivid and dramatic – truly life

changing events and pivotal points in the Biblical narrative. Well known examples include Moses and the burning bush, the call of Samuel or Isaiah, or the call of the apostle Paul on the Damascus road. These examples demonstrate the power of receiving a clear and certain call to do something important. When a person knows that they are in the right place doing what they are called to do, it is possible to move forward with confidence.

The following excerpt is from a letter written by a Presbyterian Senior Living staff person who retired after 37 years which illustrates the concept of being called to serve seniors:



“I am writing to thank you and everyone for the opportunity and privilege to work for PSL. Green Ridge Village has been my extended family for the past 37 years, and has been a wonderful place to work. The residents and staff have been my life. They have blessed me in ways that cannot be expressed in words. It is my prayer that I made a difference in someone’s life, because PSL has made a difference in my life.”

The work of Presbyterian Senior Living is made possible through the work of nearly 3,000 staff members who work tirelessly to make the mission of PSL come to life. It is our privilege to share our calling to serve seniors with such a dedicated group of individuals.





## FINANCIAL STEWARDSHIP

At PSL, we are fortunate to have a team of highly qualified and dedicated professionals to manage Presbyterian Senior Living finances. I would like to express my thanks to the finance team members who put in extensive time and effort to be great stewards of our financial resources.

Also I want to thank all of those who are not part of the finance team for the excellent work they do every day to produce the resources that the finance team is fortunate enough to help manage. I recently turned 60; and in my many years in business and financial management, I have always believed and witnessed that in the long run successful financial results only come from successfully fulfilling the mission of an organization. This is something that we do well at Presbyterian Senior Living.

Presbyterian Senior Living finances achieved some high water marks in 2014:

- Unrestricted reserves reached an all-time high of **\$80 million**.
- Total reserves, including restricted funds, also were the highest in our history of **\$127 million**.
- Our net worth (assets less liabilities) reached **\$147 million**, also a high point.

All of this reflects a lot of hard work by the teams mentioned above, the generosity of our donors, and the support of our board members, volunteers and vendors. This combined effort contributes to a stronger and more secure future for Presbyterian Senior Living and more resources which we will have the opportunity and responsibility to multiply in the years ahead.

Recently, Fitch Ratings recently confirmed PSL's BBB+ stable rating, clearly keeping PSL in the financial top tier of senior living providers. In their write up, they noted that financial metrics have been "remarkably steady" supported by a "large diverse revenue base" and "strong occupancy." It has also supported what Fitch refers to as "Healthy Capital Spending" in growth and facility improvements.

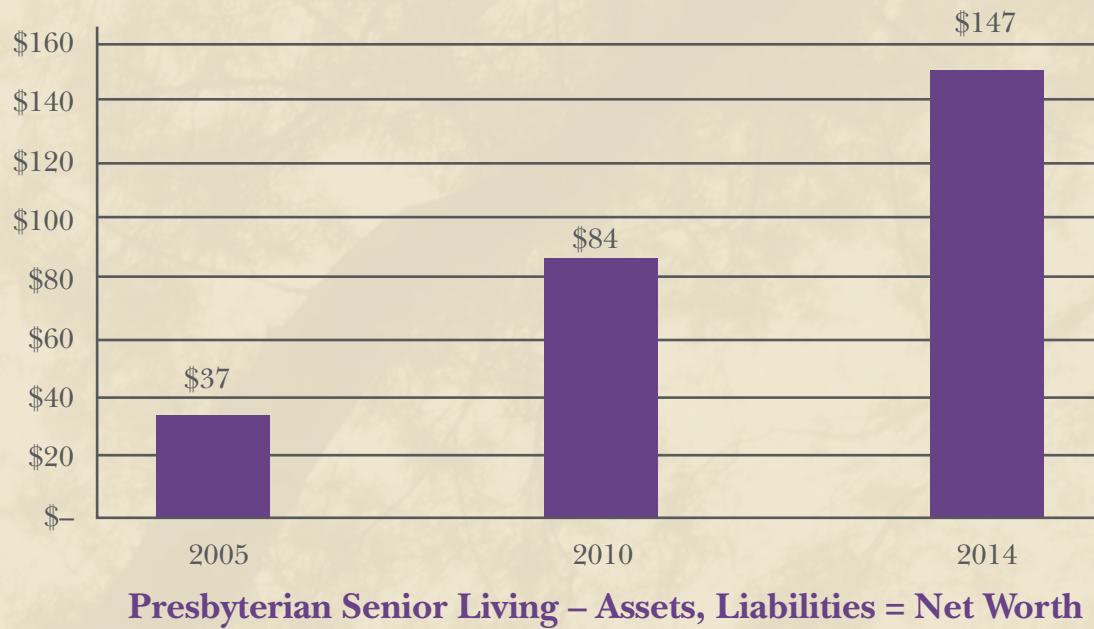
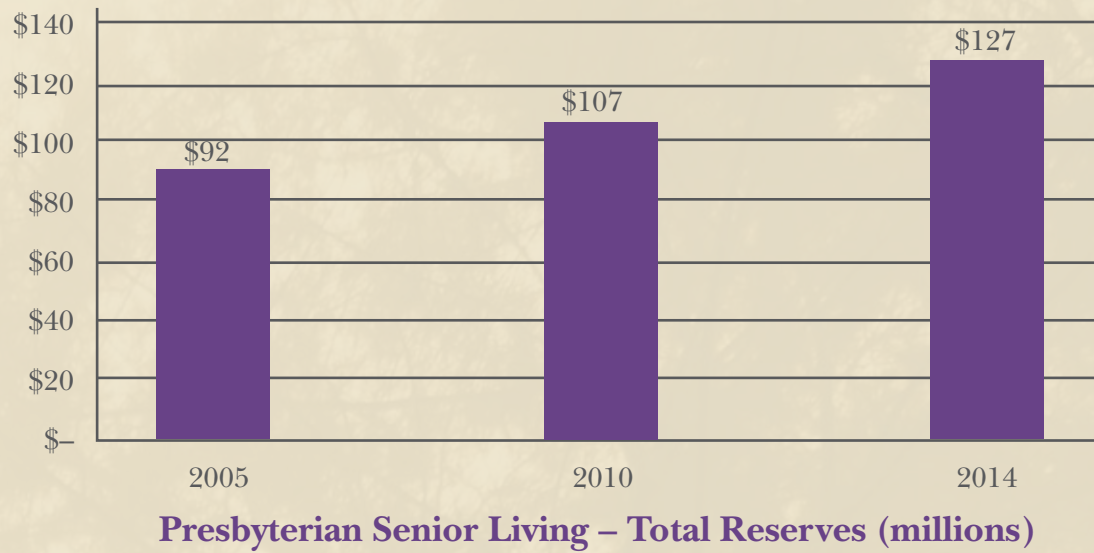
I believe that achieving this financial stability could not have come at a better time. We are in an era of change affecting virtually every healthcare and senior services provider in the country. The decisions that drive reimbursement for the services we provide are increasingly being made by other organizations rather than our residents and their physicians; and we expect this trend to continue.

While our surplus of revenues over expenses in 2014 was solid, they represented a decline from that of 2013. We are thankful that we continue to have the "financial talents" to support our excellent "human talents" as we enter this period of uncertainty.

Jeff Davis, Senior VP/CFO

*Consistent with our core values of transparency we believe we are a leader among senior living providers and not-for-profits in sharing our financial information, which is available on our website [www.presbyterianseniorliving.org](http://www.presbyterianseniorliving.org) under the "About Us" tab.*

# FINANCIAL STEWARDSHIP





## MISSION SUPPORT – REACHING OUT TO THOSE WITH LIMITED RESOURCES

Providing for those without the resources to pay for the care they need was the driving force behind the founding of the organization in 1927. Ellen Parker, a woman of wealth and privilege, sacrificed her comfort to care for the needs of others. Her generous gift launched a ministry to seniors that has grown from one location to become the organization that is Presbyterian Senior Living today. Every resident served by PSL during our 88 year history has been touched by the generous gifts we have received from people like Ellen Parker. We invite you to join in this legacy of generosity and compassion.

Philanthropy is a personal choice, and there are as many ways to give as there are reasons for giving. The Office of Mission Support at Presbyterian Senior Living is here to assist donors to express their charitable intentions in a way that reflects their unique needs and desires. Historically, the Mission Support efforts of the organization have been focused on the support of ongoing capital needs, help subsidize resident care and expand endowment for future care needs. From giving through direct mail and special appeals, to an active grant writing program and planned gifts such as charitable gift annuities and bequests, our philanthropic activities have expanded to support specific programs throughout the organization.

In 2014, increased attention was placed on planned giving. As a result, our Mission Support staff is poised to help our donors with estate planning and provide information on options which may include a way to give and receive fixed payments for life.

Results in 2014 include, a total of **\$3,452,103** in support received from the following sources:

• <b>Planned Giving</b> (including gifts through IRA's and charitable gift annuities)	<b>\$173,774</b>
• <b>Bequests</b>	<b>\$668,888</b>
• <b>Other</b> (including capital campaign commitments, annual giving, employee giving and special events)	<b>\$2,222,463</b>
• <b>Auxiliaries</b>	<b>\$207,757</b>
• <b>Grants</b>	<b>\$179,221</b>

For more information about giving options, please contact Laurel Shaffer, Vice President of Mission Support at 800-382-1385 or email [lshaffer@psl.org](mailto:lshaffer@psl.org).



## A GROWING FAMILY



The pace of growth continues at Presbyterian Senior Living. The expansion of independent living (CCRC, market rate rental, and tax credit housing) continues as we strive to serve a larger number of persons across the entire economic spectrum. The addition of the Heritage Run apartments in Baltimore at the Stadium Place campus and the ongoing construction of Mt. Nazareth Commons, a joint venture with Presbyterian SeniorCare in Pittsburgh, stretch the geographic service area beyond its previous footprint. The start of Westminster Place at Queen Street in York is PSL's eighth project in York County. The first phase of the Vista Ridge expansion at Ware Presbyterian Village was completed and the second phase of apartment construction is underway.

Renovations of skilled nursing centers continues to be an area of focus with construction at Green Ridge Village, Westminster Village in Dover and St. Andrews Village in Indiana. Projects under development at Kirkland Village, Quincy Village and Hollidaysburg will come to fruition in 2015.





## THE INSPIRATION FOR THE MISSION

**The Call to Honor Father and Mother** – In the 10 commandments – it is expressed as the fifth commandment – in Deuteronomy 5:16 – “Honor your father and mother as the Lord your God commanded you, that your days may be long and that it may go well with you in the land the Lord your God is giving you” (Interestingly enough, this is the only commandment that contains a promise).

**A Prayer for Old Age found in the Psalms** – In psalm 71 the psalmist looks at the totality of his life – from his earliest youth to a time late in his life. Faced with adversity and threats from every angle, he specifically prays for God not to “Cast him off in a time of old age, or forsake him when his strength is spent.” Today, we acknowledge that as God’s instruments of action on earth, the plea to support someone in old age falls to those of us who follow God’s call.

**The Example of Jesus** – In John 19:25-27 (ESV), we read about Jesus crucifixion. “But standing by the cross of Jesus were his mother and his mother’s sister, Mary the wife of Clopas, and Mary Magdalene. When Jesus saw his mother and the disciple whom he loved standing nearby, he said to his mother, ‘Woman, Behold your son!’ Then he said to the disciple, ‘Behold your Mother!’ And from that hour, the disciple took her into his own home.” Jesus dying act was to give instructions to the Apostle John to, make sure that his mother was not going to experience hardship because of his death. As Jesus followers, we are charged with taking similar care of the fathers and mothers of our society by meeting their needs.

**The Example of the early Christian Church** – In the book of Acts, Chapter 6:1-3, we can see that the expectations of the early church were to provide help to vulnerable groups. Here the church is engaged in their first division of labor to fulfill one of its essential duties. The selection of Stephen and others to be responsible for this important task was significant enough to receive mention as a major event in life of the new church.

**The Definition of Religion** – The outward example of a life of faith is expressed in how we take care of vulnerable people in society – including elders – is found in James 1:27 (ESV). “Religion that is pure and undefiled before God the Father is this: to visit orphans and widows in their affliction and to keep oneself unstained from the world.” The care of the disadvantaged – society’s widows and orphans was seen as an essential part of religious life. Being a follower of Jesus meant that there were certain things that a person would be expected to do and certain things that one would not do.

These are a few of the examples of the roots of faith that inspired the founders of PSL to establish a ministry of care and compassion, and they continue to inspire us to continue this legacy of care and compassion.





**ALLENTOWN, PA**  
Westminster Village



**BALTIMORE, MD**  
Heritage Run  
at Stadium Place



**BETHLEHEM, PA**  
Kirkland Village



**BLOOMSBURG, PA**  
Westminster Place  
at Bloomsburg



**CRESCO, PA**  
The Shepherds



**DILLSBURG, PA**  
CARROLL VILLAGE  
Westminster Place  
at Carroll Village  
  
Moyer House  
  
Schartner House



**DOVER, DE**  
Westminster Village



**EASTON, PA**  
The Easton Home



**GLEN ARM, MD**  
Glen Meadows  
Retirement Community



**HARRISBURG, PA**  
Presbyterian Apartments



**HOLLIDAYSBURG, PA**  
Presbyterian Village  
at Hollidaysburg



**HUNTINGDON, PA**  
Westminster Woods  
at Huntingdon



**INDIANA, PA**  
Grace Manor  
  
St. Andrew's Village



**LANCASTER, PA**  
The Long Community  
at Highland  
  
Westminster Place  
at Long Community



**MECHANICSBURG, PA**  
Silver Spring Courtyards  
  
Silver Spring Gardens



**MONTOURSVILLE, PA**  
Sycamore Manor Health Center



**NEWVILLE, PA**  
Green Ridge Village



**ORBISONIA, PA**  
Woodland Retirement  
Community



**OXFORD, PA**  
Ware Presbyterian Village



**PARKESBURG, PA**  
Westminster Place  
at Parkesburg



**PHILIPSBURG, PA**  
Windy Hill Village  
  
Westminster Place  
at Windy Hill Village



**SCRANTON, PA**  
Geneva House



**SHREWSBURY, PA**  
Shrewsbury Courtyards  
  
Shrewsbury Courtyards II



**ST. CLAIRSVILLE, OH**  
Mark H. Kennedy Park



**STEWARTSTOWN, PA**  
Westminster Place  
at Stewartstown



**WAYNESBORO, PA**  
Quincy Village  
  
Wesley House at Quincy Village



**WILLIAMSPORT, PA**  
Presbyterian Home  
at Williamsport



**YORK, PA**  
Stony Brook Gardens  
  
Springwood Overlook

## PRESBYTERIAN SENIOR LIVING LOCATIONS



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