

Spring
2009

Complimentary Copy

linkage

2008 Annual Report:

Overview,
Financial Report,
Donors and
Ministry Report

I've Got a Story

Marjorie P. Lee
resident Corning
Benton is part of
a new advertising
campaign for ERH



EPISCOPAL RETIREMENT HOMES, INC.

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WE WELCOME YOUR COMMENTS!

The Linkage Editor
Episcopal Retirement Homes
3870 Virginia Avenue
Cincinnati, Ohio 45227
Phone: (513) 271-9610
Editors: Ken Paley
Cassie Rodgers

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LINKAGE IS NOW ONLINE!

To better serve you, Linkage magazine is available via e-mail and the ERH website at www.EpiscopalRetirement.com.

Linkage is a resource to address issues and interests of older adults, providing a link between ERH's programs and its service area. For more than 50 years Episcopal Retirement Homes has been a not-for-profit, financially sound organization dedicated to improving the lives of older adults through innovative, quality services based upon their values and delivered by highly experienced, deeply committed professionals.



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www.StPaulVillage.com

I've Got a Story

By Deborah
Rutledge

ERH's New Advertising Series Profiles Its Own Residents



Jeanne Hines

ADS FOR RETIREMENT COMMUNITIES tend to look the same; stock photos of smiling seniors taking art classes, exercising or playing cards, and much verbiage devoted to the facilities and amenities.

The result can be a rather impersonal look at what might become a prospective resident's future home. Bearing this in mind, the marketing professionals for Episcopal Retirement Homes Inc. (ERH) set out to create an ad campaign that would look — and feel — different from any of their competitors.

"We knew there was something very positive and very different about Deupree House and Marjorie P. Lee, which are both located in the Hyde Park area," says Ken Paley, Vice President of Marketing for ERH, a not-for-profit company that owns and operates the upscale retirement communities. "We were trying to create an ad campaign that would enable people to connect with us on an emotional level, and not just a campaign where we only highlighted the many benefits and features associated with living here."

To accomplish this, ERH first conducted extensive qualitative and quantitative research, both with residents and prospective residents, to uncover the decision drivers surrounding a potential move. Then they "dug deep" to uncover the real reasons on an emotional level their residents felt their communities were so special. Paley says, "One obvious benefit we found that provided a sense of long-term security comes from the company's not-for-profit status, which means we can put our profits back into the community to continuously meet and exceed our residents' expectations on service levels, premises, food, activities, etc. It also means that even if a resident's financial situation changes, we will never ask them to leave for financial reasons."

Once the deeper feelings were fleshed out, the marketing team had to come up with the best way to articulate these emotions in a creative advertising campaign that differentiated itself from all the rest.

"We decided that the most effective, honest and genuine way to get our point across was to introduce the public to our residents and give people a glimpse into what their own life could be like at Deupree House or Marjorie P. Lee," Paley notes. "After all, along with the staff it is the people and sense of community that really make the difference and we have an incredibly engaging independent and active group of folks who really love living here."

Research results also underscored the effectiveness of using actual residents in the ads as opposed to stock photo "residents" commonly shown in other ads for retirement communities.

ERH engaged Mud Worldwide, an advertising and marketing firm in Sausalito, Calif., to design the new campaign's personal style and arresting visuals, which feature both color and black-

and-white portraits of residents underscored by copy that provides intriguing insights into their personalities.

The following stories provide a brief look into the lifestyles and personalities of some of the residents featured in the campaign who call Deupree House and Marjorie P. Lee their home:

Jeanne Hines

Jeanne Hines has come full circle.

She grew up on Erie Avenue and now lives there again, this time in the Deupree House, one of Episcopal Retirement Homes' premier retirement communities in Hyde Park/Oakley.

"I'm very grateful for it," Hines says of her apartment home of 17 years.

She's also grateful for her neighbors. Everyone has an intriguing history, often with relatable references to the town.

Hines, for instance, was one of Procter & Gamble's early Camay Brides. In 1938, she was asked by a fellow UC student-turned-P&G ad man to be featured in a print advertisement for the company's soap, Camay. The national ads showed real brides in their wedding gowns and espoused Camay's role in consumers becoming "lovelier every day." Her paycheck for the job? Hines recalls she was paid \$1 and given a free box of Camay soap!



Chet and Joy Cavaliere

Chet and Joy Cavaliere

Chet Cavaliere and his wife Joy always knew they'd move to an Episcopal Retirement Home. He had been a board member of ERH and Joy's mother had been a resident of Marjorie P. Lee, so they knew how good life would be there.

But Chet thought it would happen two years later than it did in 1997.

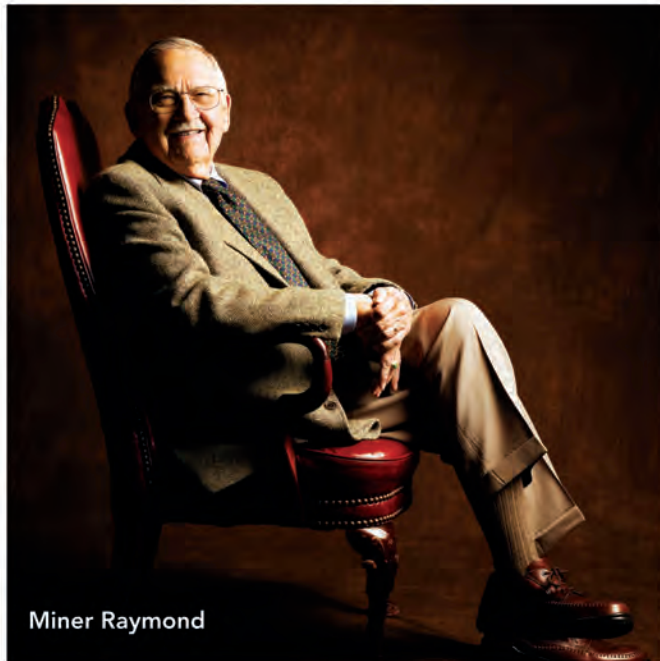
The thing originally keeping him back was his gardening hobby. As the self-appointed gardener for their Montgomery condo and those of their neighbors, Chet finally told his wife one day in the fall of 1996, "I have eight hours of (gardening) work, but only four hours of energy. Let's move."

Chet, a WWII veteran in the Army Air Corps, was a partner for Peat Marwick — now KPMG — until 1983. He followed that retirement by working for a past client, Antonio Palazzolo, until last July. He does all the accounting for and is the financial adviser to the Ensemble Theater and has been the president of the standing committee of the Episcopal Diocese of Southern Ohio for three years.

As for gardening at the Deupree House, although he could tend his own garden there, Cavaliere now is content planting pansies in flower boxes on his deck in the spring. He says gardening in all four seasons is left to the hands of Robert Evans, who cares for the landscaping of the properties.

Miner Raymond

Miner Raymond likens his Deupree House-mates to college kids — presumably without the hijinx.



Miner Raymond

"It feels more like a college dorm (than a retirement community) because everybody's friendly, everybody's pretty smart and everybody's kind — there's always little acts of kindness," Raymond says.

Although he expected a restful time in retirement, Raymond says "I've never been busier," with activities and jobs that include appointments on the boards of directors for ERH and Hospice of Cincinnati. "My days are full."



Aldy Kuertz

And that's saying something, considering his earlier workdays included helming his own consulting firm after spending 25 years at Procter & Gamble, where one of his many accomplishments was to come up with the idea for the original "soap opera" sponsor concept. He started the company — now known as MRA Inc. — in 1980 to consult with large national advertising agencies and advertisers on their advertising productions. Raymond retired in 1997, but remains on the company's board of directors.

■ Aldy Kuertz

When it comes to residences, Aldy has a vast frame of reference. Her husband, Robert, was a pilot in the Air Force, which helped move the family around. For four years the Kuertzes and their son lived in Fountainebleau, France, near the famed City of Lights.

"It was nothing for us to go into Paris for dinner," Aldy recalls.

After France, the family moved to Washington, D.C., where Aldy, then concerned for their son's plans to go to Vietnam, took her first job at the Defense Intelligence Agency — without telling her husband.

"He knew I was worried and this (job) helped take my mind off it," Aldy says of her secretarial assignment. "It was such a good job."

Here in Cincinnati, Aldy volunteered at the Ronald McDonald House for 17 years. She lost her husband in 2001 after 54 years of marriage.

For an extrovert like Aldy Kuertz, living at the Marjorie P. Lee House is kind of like heaven.

"For one thing, there's its prime location, making Hyde Park Square, church and library all within walking distance. For another, there's its ready-made community of friends and friends-not-yet-met."

■ On the Cover: Corning Benton

Corning Benton's new home is a happy reminder of an old stomping ground.

"It (Marjorie P. Lee Retirement Community (MPL) in Hyde Park) reminds me of Children's Hospital, a high morale place where satisfaction is the goal of the institution," says Benton, a pediatric radiologist who worked at Children's from 1966 to 2007. "There they treat children as if they were members of their own family."

Similarly, "MPL is your home," he notes. In both institutions, the mission of hospitality "is powerful and it works."

Before Corning came to Cincinnati to pursue his pediatric radiology career, he was flying a Cessna 180 to a Navajo reservation delivering patients, medical supplies and even laundry. Corning was working as a general medical officer for the U.S. Public Health Service from 1961-1963, serving a reservation in Kayenta, Ariz., population 500 or so. Making night deliveries by air required a community effort.

"There was an unlighted landing strip about 5,000 feet long," Benton explains. "I'd have to go over the town at a low pass — 500 feet — and gun the engine two times," to signal to residents that

a flight was coming in and would need lighting.

About 12 drivers would respond and park their cars, six at each end of the strip, with headlights on to light the way for the plane. Corning would fly just over the tops of the cars in order to shoo away any sheep or horses that might be on the runway before bringing the aircraft to rest about 200 feet from the end with the closest cars.

Corning and his wife, Carol, have lived at MPL, one of the Episcopal Retirement Homes, for 11 months. They've been particularly delighted by the friendliness and familiarity that emanates from the staff to the residents.

"One of the first things you notice is that (the staff) remembers people's names — the maintenance, housekeeping, dietary, administrative staff, they all do it," Benton observes. "It feels nice to be addressed by name."

Although he is as busy as ever, he still finds time to serve as a President of the MPL Residents' Council.



2008 Overview and Financial

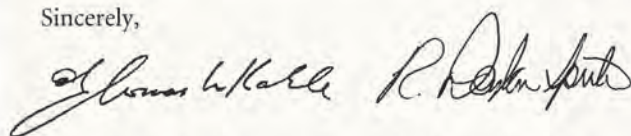
Dear friends,

The year 2008 was marked by progress in expanding our services to seniors, tempered with caution and deliberate stewardship in response to the uncertainty of our economy. Although our organization is not immune to the impact of the struggling economy, prudent planning has created strong reserves to help sustain us through difficult times. So that, in times like these, we are still able to grow and improve our services as indicated by the following highlights from the past year:

- We were delighted to break ground at Marjorie P. Lee for the Jubilee Phase I addition. The new construction is being built between the assisted living and independent living apartments and will consist of an aquatic center, dining room and event center. These additions are scheduled for completion by the end of 2009.
- Consistent with one of our top strategies, we have launched the first physical step toward the new model of person-centered care by breaking ground on the Deupree Cottages. Adjacent to Deupree House, the Cottages will truly be home for 24 residents needing increased levels of health care upon opening this summer.
- The expansion and renovations for Canterbury Court were completed and dedicated this past summer. The improvements included a new community room, an exercise and wellness area, a beauty salon and additional parking.
- In taking steps toward an expanded role in affordable housing, ERH was engaged to manage St. Paul Village, a 187-resident community in Cincinnati. ERH is also providing development support and has initiated planning for a major renovation of this affordable housing community.
- Living Well Senior Solutions has been launched to offer geriatric care management to seniors in the greater Cincinnati area. This service provides the coordination of care needed for seniors to live well into the future in their own home.

In these challenging times, we remain committed to our mission of enriching the lives of older adults and sustaining the quality of our programming. As always, we are grateful for the support of our many donors and volunteers whose commitment of time, talent and treasure permit us to provide compassionate, exceptional services for older adults.

Sincerely,



Thomas W. Kahle
Chair, ERH Board of Directors

R. Douglas Spitler
President and CEO

Condensed Balance Sheet as of December 31, 2008 and 2007

Assets	2008	2007
Current Assets	5,804,000	5,185,000
Marketable Investments	36,369,000	51,166,000
Property & Equipment (net)	60,281,000	57,342,000
Deferred Bond Issue Costs	1,821,000	1,019,000
Beneficial Interest in Endowment	17,046,000	24,578,000
Other Assets	3,386,000	759,000
Total Assets	124,707,000	140,049,000

Liabilities

Current Liabilities	5,923,000	6,269,000
Unamortized Entrance Fees	14,841,000	12,491,000
Long-Term Debt	39,670,000	37,881,000
Other Liabilities	1,572,000	356,000
Total Liabilities	62,006,000	56,997,000

Fund Balances

Permanently Restricted	18,758,000	26,287,000
Temporarily Restricted	85,000	133,000
Unrestricted	43,858,000	56,632,000
Total Fund Balances	62,701,000	83,052,000
Total Liabilities & Fund Balances	124,707,000	140,049,000

This condensed financial information was extracted from the 2008 Episcopal Retirement Homes, Inc., financial statement, a copy of which is available in the President's office.



Marjorie P. Lee
residents



Deupree House residents
yo-yoing

Report

Condensed Statement of Revenue and Expenses for the Years Ending December 31, 2008 and 2007

Operating Revenue

	2008	2007
Service Fees	19,451,000	25,182,000
Amortization of Entrance Fees	676,000	429,000
Other Revenue	757,000	783,000
Total Operating Revenue	20,884,000	26,394,000

Operating Expenses

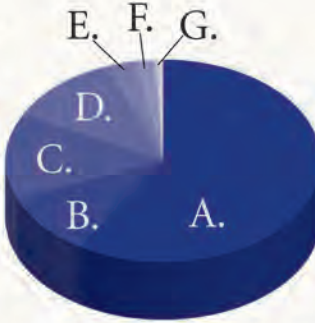
Salaries and Wages	9,296,000	13,075,000
Payroll Taxes and Fringe Benefits	2,744,000	3,111,000
Purchased Staff Services	530,000	305,000
Professional Fees	437,000	437,000
Medical and Other Supplies	1,733,000	2,556,000
Food	1,038,000	961,000
Utilities	1,541,000	1,533,000
Interest	1,912,000	2,417,000
Depreciation	3,123,000	3,168,000
Other Expenses	1,642,000	2,653,000
Total Operating Expenses	23,996,000	30,216,000

Net From Operating	(3,112,000)	(3,822,000)
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Non-Operating Revenue

Investment Income	1,093,000	1,098,000
Contributions	1,109,000	1,656,000
Realized Capital Gains (Losses)	(184,000)	811,000
Unrealized Capital Gains (Losses)	(8,761,000)	576,000
M.P. Lee Endowment Income	1,099,000	1,041,000
Gain on Sale of Assets	—	2,768,000
Other	(106,000)	(20,000)
Master Plan Development & Strategy (500,000)	(562,000)	
Change in Beneficial Interest	(7,532,000)	1,371,000
Partner Contributions	618,000	678,000
Total Non-Operating Revenue	(13,164,000)	9,417,000

2008 Ministry Costs:

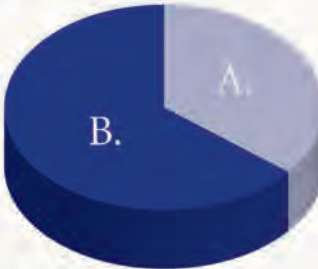
A. Resident Financial Aid — \$946,000 (59.1%)	
B. Spiritual Care — \$157,000 (9.8%)	
C. Parish Health Ministry — \$220,000 (13.7%)	
D. Wellness Program — \$190,000 (11.8%)	
E. Affordable Housing — \$48,000 (3.0%)	
F. Volunteers, including Meals on Wheels — \$31,000 (1.9%)	
G. Staff assistance programs and Partners in Care — \$12,000 (.7%)	
Total: \$1,604,000	

Total Individuals Served/ Contacts made in 2008:

	26,445
Parish Health Ministry*	25,000
Meals on Wheels clients	499
Affordable Housing	475
Independent living	282
Assisted living	42
Nursing care	153

* Contacts made through health screenings, referrals and other activities

2008 Contributions to ERH:

A. Good Samaritan Mission annual gifts — \$403,000 (36%)	
B. Major gifts — \$706,000 (64%)	
Total: \$1,109,000	



Vicki Thompson
and Jason Menting



Deupree House staff
at Halloween

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As part of its mission to improve lives, ERH actively develops and supports ministries that benefit thousands of individuals each year.

Thanks to the following generous supporters, ERH is able to continue this important mission.

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2008 Ministry Report

Not-for-profit organizations have a rich tradition of providing services and programs that directly benefit the communities and constituents they serve. Since its inception in 1951, Episcopal Retirement Homes (ERH) has been reaching out and improving the lives of those who are at risk of being underserved through its mission.

If you would like to help create our legacy for 2009, your gift, financial or otherwise, is always appreciated. For more information on how you can help shape Episcopal Retirement Homes' ministry, contact Maureen Gregory at (513) 272-5555 ext. 4292 or visit our website at www.EpiscopalRetirement.com.

Financial Assistance

Episcopal Retirement Homes (ERH) assists residents when their savings have been depleted, by providing either direct subsidy or by tapping into the Partners in Care Fund, which helps seniors pay for items such as eyeglasses or hearing aids not covered by insurance. Staff facing a financial emergency may also receive assistance. As an example, former Marjorie P. Lee resident, Troy Keeling, an Episcopal priest, and his wife joined the community but needed a subsidy for their monthly expenses. ERH cared for both of them until Mrs. Keeling passed away, and continued to care for Father Troy until his death.

Father Troy was very open and grateful for the support ERH gave, and, in return, spent his time ministering to other residents in the community until the day he died.

2008 Financial Assistance

Independent and assisted living (7 residents)	\$252,000
Medicaid-eligible nursing (32 residents)	\$674,000
Meals on Wheels (27 clients)	\$30,830
Partners in Care Fund (53 residents)	\$12,000
Staff Emergency Fund (2 staff)	\$1,000
Total	\$969,830

Affordable Housing

At each of our affordable housing communities (Canterbury Court, Cambridge Heights and St. Paul Village), residents enjoy services and amenities not usually offered in similar H.U.D. facilities. For example, Canterbury Court experienced a complete renovation last year with the addition of a fitness room, beauty parlor, greenhouse, and a brand new kitchen. Residents at Canterbury Court were also presented with a Wii Nintendo System, and many residents participate in a weekly Wii bowling league.



Canterbury Court resident celebrating a strike in Wii bowling

2008 Affordable Housing

Residents served	450
Cost	\$76,000

Chaplaincy

ERH provides each of its communities with chaplains who serve the spiritual needs of the residents. One of the most genuine and engaging people you might meet at Marjorie P. Lee or Deupree House is Chaplain Steve Cuff, who delights in spending time with seniors, their families, and staff. Everyone enjoys the time they spend with Father Steve, whether he is preaching on Sunday morning or listening to someone else tell a story. In Father Steve's words, "I have the best job in the world."



Chaplain Steve Cuff

2008 Chaplaincy

Hours	3,200
Worship Services	385
Counseling Sessions	575

Parish Health Ministry

ERH ministers to people throughout Southern Ohio and in Northern Kentucky by offering a Parish Health Ministry (PHM) program. PHM partners with various churches offering health care screenings, programs, and information to those living in the region. PHM partners not only with churches, but with ERH's residential communities. At St. Paul Village (our newest affordable housing community, located in Cincinnati), PHM introduced the Walk 50 Miles in 50 Days program. This program enhances the physical and social wellness of the residents. The excited participants used their walking time to connect with one another, and some residents even pushed others in wheelchairs.

2008 Parish Health Ministry

Congregations	80
Contacts	24,897
Volunteers	835
Hours of Service	12,510
Cost	\$220,486

Community Outreach

ERH's mission is further strengthened by actively supporting community needs and causes. An example is the Martin's Ferry Toy Drive held each December. Members of our board and staff generously bring in new toys and money for children of low-income families. Shortly before Christmas the toys are delivered to the children of Martin's Ferry; often these are the only Christmas presents they will receive. The expression of joy on each child's face is reflected in their parents' grateful eyes, as they rejoice that "Santa" has come through once again. In addition to the Martin's Ferry Toy Drive, the employees at ERH are extensively involved in the community as members and leaders of various community programs; from churches and schools, to organizations such as Hyde Park Center for Older Adults and Children's Hospital.

2008 Community Outreach

Staff volunteer hours (20 staff).....	4,500
Martin's Ferry donations.....	\$4,000

Meals on Wheels

ERH serves homebound seniors throughout Greater Cincinnati through Deupree Meals on Wheels (MOW). Although providing nutritious food is the primary focus of this ministry, the contacts made are often the only social contact many seniors experience on a daily basis. Even during the Cincinnati Blackout of 2008 and soaring gas prices, Deupree MOW has continued to serve seniors without fail. This ministry has had such a positive impact on people's lives that Deupree MOW director, David Maggard, shared, "I will forever be a Meals on Wheels volunteer because of the powerful ministry it has in the lives of so many."

2008 Meals on Wheels

Meals	95,562
Clients.....	499
Neighborhoods	13

Community Education

An essential part of serving seniors today is preparing others to serve seniors in the future. Student internships provide a valuable, hands-on experience that teaches young people about what we do. Members of our staff share their knowledge by offering many educational programs to community, state, and national professional organizations. Another way ERH cares about educating the community and shares our expertise of serving seniors is through speaking engagements courtesy of the ERH Speakers Bureau and conferences like the Parish Health Ministry sponsored Refresh Your Soul.

2008 Community Education

Programs	41
Participants	1,040



Jeanne Palcic, PHM, speaks at a recent conference

Volunteers

Volunteers are the glue that holds ERH together, and bring out the best in all of us. Recently, ERH volunteer and Xavier graduate student, Jason Menting, delighted one of his favorite residents, Vicki Thompson, by escorting her to the symphony.

Jason learned that Vicki could not attend the performance because she had no way to get there. He decided not only to drive her there, but to attend the concert with her. Vicki was so grateful that Jason would take the time to join her for the performance. Jason certainly exemplifies the willingness and graciousness exhibited by all our volunteers.

2008 Volunteers

Hours	30,878
Auxiliary Members.....	424
Auxiliary Donations.....	\$14,935



Rick Slagle, Kim Muse and David Maggard, part of the MOW team



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Leaving a Legacy

Mary Beth and Jim Foxworthy have been residents of Deupree House II since it opened. They quickly made themselves at home enjoying all that Deupree House offers.

This year they decided to “give back” to the community that has become so important to them. Mary Beth and Jim included the Deupree campus with a percentage bequest in their will. Two of their favorite programs — chaplaincy and dining — will benefit from this legacy gift ensuring great hospitality and spiritual care for years to come.

If you would like

to discuss leaving a legacy
for a favorite program at ERH,
please contact Lori Asmus
272-5555 ext. 4224.



Mary Beth and Jim Foxworthy with
president and CEO R. Douglas Spitler (center).