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linkage

Welcoming
St. Paul Village

Building
on a good
thing

Annual
Report
2007



EPISCOPAL RETIREMENT HOMES, INC.

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Linkage, published by Episcopal Retirement Homes, Inc. (ERH), is a resource to address issues and interests of older adults, providing a link between ERH's programs and its service area.

Founded in 1951 and affiliated with the Episcopal Diocese of Southern Ohio, Episcopal Retirement Homes conducts a not-for-profit ministry dedicated to providing services primarily for older adults. Persons of varying economic circumstances, ethnic origins and religious affiliations are served through its programs.

Linkage is now online!

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

To obtain a subscription or receive additional information about the programs or services of ERH, please complete this form and mail to:

The *Linkage* Editor
Episcopal Retirement Homes
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Cincinnati, Ohio 45227

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We welcome your comments!
The *Linkage* Editor
Episcopal Retirement Homes
3870 Virginia Avenue
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Phone: (513) 271-9610
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On the cover:

Bob and Lavern Hughes
live at Marjorie P. Lee,
the same place his mom lived
thirty years ago.

Welcoming

Furthering Episcopal Retirement Homes' strategy to increase the number of affordable housing options for seniors, ERH has recently assumed management responsibilities for the day-to-day operations at St. Paul Village in Cincinnati.

Located in Madisonville, St. Paul Village is a 189-unit affordable housing community with 160 residents. St. Paul Village was established in 1975 as an extension of St. Paul Lutheran Church's ministry. St. Paul Village provides independent living for low-income seniors with a convenient location, comfortable floor plans, free shuttle service and beautiful grounds. ERH plans to combine St. Paul's existing amenities with ERH's outstanding reputation and mission to enrich the lives of older adults in a person-centered, innovative and spiritually based way to excel St. Paul Village as a premier affordable housing community.

Paul Scheper, ERH Chief Financial Officer shares, "We are excited to be able to partner with St. Paul Village, and to make a great community even greater." Future plans for St. Paul Village include refinancing and renovation of apartments and common areas.



St. Paul Village is home to over 160 residents and is ERH's third affordable housing community.

St. Paul Village

Staff and residents at St. Paul Village are optimistic about the change in management, hoping that it will offer more opportunities for residents and give the current staff a chance to enhance their service to the St. Paul Village community.

As an organization, ERH strives to go above and beyond the Department of Housing and Urban Development (HUD) standard of providing safe and sanitary housing options. Using Canter-

bury Court (ERH's 150-apartment community in West Carrollton) as a base model, ERH will partner with the St. Paul Village Board to extend services and amenities which are not typically seen in HUD subsidized housing, and which enhance residents' dignity, independence and well-being. 🌱

Continuing the ERH tradition



The Marjorie P. Lee community has created a lifetime of memories for generations of residents.

During the time that Bob Hughes' mother lived at Marjorie P. Lee in the 1960s, he and his wife knew they would eventually return to make MPL their home, as well.

As a boy, Hughes grew up on St. Charles Place in Hyde Park, two streets away from the future location of MPL. After attending college at Marietta, Hughes married his wife Laverne, moved to Washington, D.C., and joined the Army. After Hughes' father passed away, Bob and Laverne moved back to Cincinnati to help relieve Bob's mother, Treasure, of the burdens of home maintenance. Treasure moved into a small apartment, while Bob and Laverne moved into the house in which he had grown up.

In the early 1960s, there were minimal senior living options in Cincinnati. The Hugheses were comfortable with Treasure's living situation, but they feared the time when she would require additional care. Around this time, Charles Lee carried out his late wife's wish to build a retirement community for the senior ladies she had previously taken care of at the Bishop

Theodore Irving Reese Home. Bob and Laverne watched from their street as MPL was built, hoping that it might become their mother's eventual home.

Not long after the completion of MPL, Bob discovered his mother was unable to make meals for herself and maintain her own health. He and Laverne supported Treasure's move to MPL in 1964, where she became one of the first residents.

Even though Treasure had her doubts about moving into MPL, she learned to love the community and enjoyed 14 years there. Bob recalls Treasure's many friends, and her passion for creating art. The craft room at MPL provided a place for Treasure to spend countless hours doing decoupage, the art of decorating an object with paper cutouts.

"Mom living at Marjorie P. Lee was an ideal setup both for her and for us," Bob says. "I think it was the greatest thing that could have happened in her life at that time. She was very happy here."

Even after Treasure's death, the MPL tradition continued with the Hughes family. Both of Bob and Laverne's children worked at MPL during their teenage years, and because they lived so close to the community, it remained in their minds as a place where they, too, could enjoy a long and satisfying life.

After retiring from careers in social work for Bob, and teaching for Laverne, the couple found getting around their house to be increasingly difficult. At this point, the Hugheses decided it was time to follow in his mother's footsteps and make the move to MPL.

"I think it was the greatest thing that could have happened in her life at that time. She was very happy here."

Bob and Laverne have now lived at MPL for 13 years. They have remained active in the community by serving on ERH's corporate board, MPL's resident council and various committees.

So what makes MPL so special? Bob Hughes puts it simply.

"At Marjorie P. Lee there is a sense of belonging, of being. We never considered living anywhere else.

Treasure Hughes spent many hours at MPL decoupage, creating crafts like this stamp box.

ERH is proud to offer such outstanding care that it would be passed on from generation to generation. Along with The Hugheses, there are many others who have also made ERH a family affair, including Ellen Berghamer who lives in the same MPL apartment that her parents lived in 1973; John Stevenson, a long-time MPL resident whose mother also lived at MPL; and many others. Additionally, two Canterbury Court families have numerous family members that have lived in the West Carrollton community. 🌱

Building on a good thing

This year, Episcopal Retirement Homes is taking steps to further enrich the lives of the seniors it serves through physical enhancements to each community. Here is a glimpse of the projects that ERH communities have embarked upon.

Canterbury Court

After breaking ground for an expansion on October 1, 2007, construction at Canterbury Court is well under way. The renovation is expected to be complete in early summer 2008, and will include an enlarged community room; upgraded kitchen; innovative wellness center; a new beauty salon; and an additional parking lot.

Resident inclusion has been a crucial part of the construction experience since most of the residents' social areas have been in renovation at some point during the construction process. Tammy Herlihy, Canterbury Court Community Manager, enlisted the help and support of each resident by asking them to be "construction inspectors." She commented that including residents in the process seemed to create an air of excitement rather than inconvenience.

"I am so pleased and proud of how the residents have adapted to all the changes," Herlihy says. "I think they are anticipating the wonderful outcome and benefits the construction will bring!"



Marjorie P. Lee

The Jubilee Project consists of construction at Marjorie P. Lee occurring in two different stages. The first phase of construction, which began in March, is taking place between the assisted living and independent living apartments. Phase I will include a three-story addition which will enhance residential care through three specific amenities:

- The **Archea Dining Room** will offer residents a second dining venue resulting in greater choice, flexibility and accessibility. Complementing the enhanced dining room will be a new kitchen, private dining room and expanded lounge area.
- To reinforce ERH's mission for living well, the

Aquatic Center will benefit residents and staff alike with a warm-water pool and spa, therapy room, wellness staff office, and locker rooms.

- A large, comfortable space will serve as Marjorie P. Lee's new **Event Center** including a pre-event lounge. With improved sound and video quality and a moveable stage, programs will be able to inform, amuse and entertain.

Marjorie P. Lee's second phase of construction will begin in fall 2009. Phase II will focus on transforming the nursing care units to ensure ERH's person-centered care philosophy. Additional

renovation projects include assisted living apartment improvements, a new craft room, garden re-landscaping, and a new lobby coffee corner.

Deupree House

The Deupree Cottages will be added to the Deupree House campus. This project, expected to begin in spring 2008, will consist of two 12-person households for those who require an increased level of health care. Each unique household will be 10,000 square feet and designed exactly like a conventional home, complete with a kitchen, hearth room and individual bedrooms.

Care at Deupree Cottages will be based on the organization's person-centered care philosophy, an innovative model of health care that honors residents' individualized preferences. Elders who live at Deupree Cottages will direct their own lives, independently and collectively. The staff will be there to provide the necessary resources and assistance to accomplish the elders' needs and desires. The result will be the feeling of ease, contentment, and the sanctuary of home which defines life on residents' terms.

Cambridge Heights

Plans are being developed for a complete renovation of Cambridge Heights this fall. The proposed renovation, slated to begin in September 2008, will provide improvements to each of the 100 apartments, the community's common areas, and the parking lot. 🍀

Creative Writing

Her first remark made me
her slave:
"It looks like one of us
should shave!"
Such spicy humor from the start
Made sure I'd have a
lighter heart;
We found our eating place
first rate,
A cozy place to dine and dance
And maybe start a new romance.
She sparkled on a good
dance floor;
With me, I think she
glittered more.
We dallied at a leisure pace
Until time came to close
the place —
I'd left my wallet on the chest
And roommate was visiting
Key West.
For forty years we chuckle still —
On our first date, she paid the bill!



Henry B. Wilcox, a Cambridge Heights resident, has always had an urge to express himself creatively. As a determined and successful businessman for over half a century, only over the past few years has his poetry and prose been compiled into two different books.

At the age of 99, Wilcox has a great deal of experience to draw from. The content of his writing spans from stories about his childhood friends to poetry about Marietta, Ohio. When asked where his inspiration originates, Wilcox quickly responds, "It just boils over."

The most recent book Wilcox has written, "Almost a Century," has received local attention in Cambridge, Ohio with 150 copies being sold. Above is a poem taken from his most recent book.

If you would like to buy a copy of Wilcox's most recent book please contact Linda Brilla, Cambridge Heights community manager, at 740-432-4788. ☺

ERH welcomes new Board members

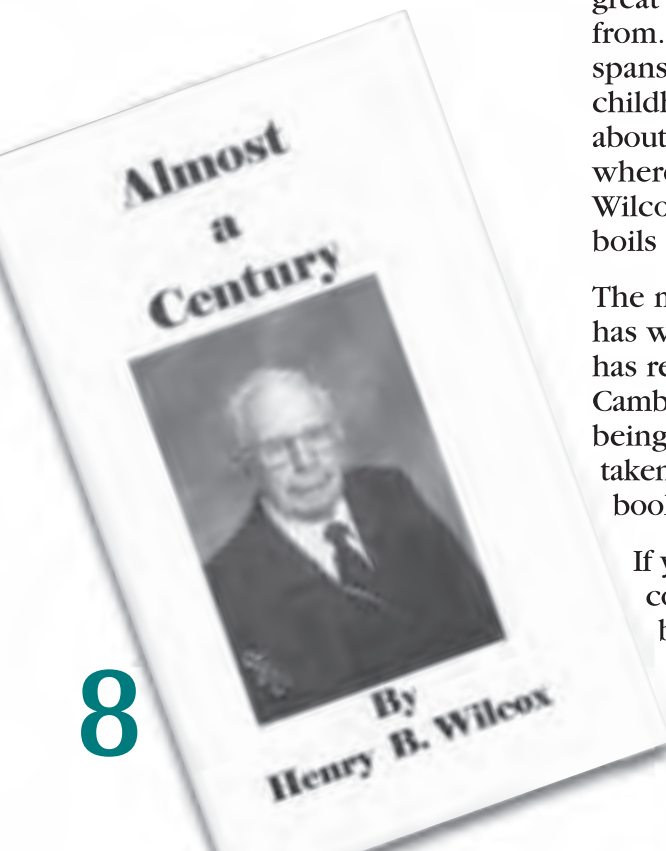
At the beginning of the year, the Episcopal Retirement Homes board elects new Directors to help lead the organization through the next year of growth. Tom Kahle will remain as the Board Chair.

New members include:

- **The Rt. Rev. Thomas E. Breidenthal**, who serves as the Bishop of the Episcopal Diocese of Southern Ohio.
- **Patricia Campbell**, a Deupree House resident and a long-time Cincinnati volunteer.
- **Dixon Miller**, an attorney with Porter Wright Morris & Arthur in Columbus, Ohio, specializing in the areas of antitrust and international law.
- **Robin Smith**, a consultant specializing in IT strategy, organization transformation and shared services and currently serves on several local boards.
- **Lauris Woolford**, Executive Vice President at Fifth Third Bancorp and an active volunteer.

Doug Spitler, ERH President and CEO, is thrilled to have the new Directors join the ERH family.

"We are pleased to welcome the 2008 class of Directors to the Episcopal Retirement Homes Board," he says. "We're delighted with the high caliber of leadership and commitment to aging services these individuals represent." ☺



Dear Friends,

For Episcopal Retirement Homes (ERH), the year 2007 was marked by notable transformation and critical foundation-laying for the future. In the midst of our progress we have been intentional in moving forward with purpose in order to abide by our mission to enrich the lives of older adults in a person-centered, innovative and spiritually based way.

We spent considerable time last year creating an environment conducive to future growth and change.

Specifically, ERH's strategy focuses on four key areas. Our progress in 2007 included:

Residential housing growth

Planning for the updating and renovation of the Marjorie P. Lee Community has progressed well, and an early 2008 groundbreaking has been set. After extensive research, we learned there are minimal market opportunities for traditional retirement communities. Understanding this inspired us to re-evaluate our typical definition and size of a community, with the intent that ERH will be successful with a new and improved model.

Affordable housing growth

ERH purchased Cambridge Heights in Cambridge, Ohio, and made significant progress toward attaining management contracts for at least two other affordable housing programs.

Person-centered care

Significant progress was made in creating plans for Deupree Cottages, a new model of nursing care based on person-centered care principles. We have targeted a spring construction start for this exciting new development. Our journey has been guided by World-renowned consultant, Steve Shields who is assisting ERH with design and staff training.

In-home services

We evaluated a myriad of services and narrowed the opportunities to geriatric care management, distinctively supported by innovative technology and backed by ERH's excellent reputation for serving seniors and their families.

ERH's heritage and your commitment to its mission have significantly influenced and shaped the organization as we know it today. Just as important, it has laid the foundation for where we have yet to go.

Our opportunity to serve older adults is only made possible by your continued support. We are deeply grateful for our volunteers and donors who enable us to provide the level of care and service for which we are known.

Thank you for your past support, and thank you in advance for your continued interest in ERH's exciting future.

Sincerely,



Thomas W. Kahle
2007 Board of Directors Chairman



R. Douglas Spitler
ERH President and CEO

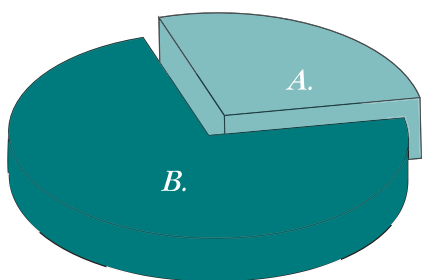
2007 Financial Report

Total Individuals Served/
Contacts made in 2007: 29,466

*Parish Health Ministry** 28,000
Meals on Wheels clients 558
Independent living 465
Assisted living 83
Nursing care 360

**Contacts made through health screenings, referrals and other activities.*

2007 Contributions to ERH:



A. *Good Samaritan Mission*
annual gifts—
\$441,000 (27%)

B. *Major gifts*—
\$1,214,000 (73%)

Total: \$1,655,000

Condensed Balance Sheet as of December 31, 2007 and 2006

Assets	2007	2006
Current Assets	6,464,000	24,673,000
Marketable Investments	49,471,000	37,996,000
Property & Equipment (net)	57,192,000	50,791,000
Deferred Bond Issue Costs	1,019,000	763,000
Beneficial Interest in Endowment	24,578,000	23,207,000
Other Assets	2,069,000	575,000
Total Assets	140,793,000	138,005,000

Liabilities

Current Liabilities	4,833,000	16,302,000
Unamortized Entrance Fees	12,542,000	578,000
Long-Term Debt	38,482,000	43,277,000
Other Liabilities	1,021,000	390,000
Total Liabilities	56,878,000	60,547,000

Fund Balances

Permanently Restricted	26,287,000	24,666,000
Temporarily Restricted	117,000	230,000
Unrestricted	57,511,000	52,562,000
Total Fund Balances	83,915,000	77,458,000
Total Liabilities & Fund Balances	140,793,000	138,005,000

This condensed financial information was extracted from the 2007 Episcopal Retirement Homes, Inc., financial statement, a copy of which is available in the President's office.

Condensed Statement of Revenue and Expenses
for the Years Ending December 31, 2007 and 2006

Operating Revenue	2007	2006
Service Fees	25,167,000	33,650,000
Amortization of Entrance Fees	378,000	226,000
Other Revenue	745,000	594,000
Total Operating Revenue	26,290,000	34,470,000

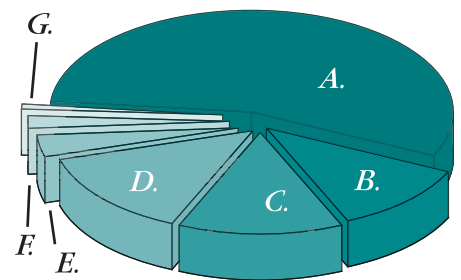
Expenses

Salaries and Wages	12,965,000	18,496,000
Payroll Taxes and Fringe Benefits	3,225,000	4,299,000
Purchased Staff Services	275,000	443,000
Professional Fees	437,000	296,000
Medical and Other Supplies	2,365,000	3,230,000
Food	1,194,000	1,475,000
Utilities	1,576,000	1,451,000
Interest	1,947,000	1,220,000
Depreciation	2,990,000	2,949,000
Other Expenses	2,130,000	2,539,000
Total Expenses	29,104,000	36,398,000
Excess of Expenses over Revenue	(2,814,000)	(1,928,000)

Non-Operating Revenue

Investment Income	1,070,000	1,715,000
Contributions	1,655,000	539,000
Realized Capital Gains	811,000	1,120,000
Unrealized Capital Gains	576,000	1,541,000
M.P. Lee Endowment Income	1,041,000	1,016,000
Gain on Sale of Assets	3,529,000	—
Other	(136,000)	(141,000)
Master Plan Development & Strategy	(646,000)	(387,000)
Change in Beneficial Interest	1,371,000	1,301,000
Total Non-Operating Revenue	9,271,000	6,704,000

2007 Ministry Costs:



- A. Resident Financial Aid—\$947,000 (56.4%)
- B. Spiritual Care—\$185,000 (11.0%)
- C. Parish Health Ministry—\$216,000 (12.9%)
- D. Wellness Program—\$226,000 (13.5%)
- E. Affordable Housing—\$57,000 (3.4%)
- F. Volunteers, including Meals on Wheels—\$33,000 (2.0%)
- G. Staff assistance programs and Partners in Care—\$14,000 (.8%)

Total: \$1,678,000

thank you.

■ ■ ■ to the many wonderful supporters
who have enriched the lives of older adults
with their generous gifts.

Cumulative Giving

ERH recognizes the following generous and committed supporters of our mission for their extraordinary lifetime of giving.

Bishops Society \$1,000,000 and above

Episcopal Diocese of Southern Ohio	Charles Lee, In Memory of Marjorie Purvis Lee	Arthur and Elizabeth Kuhn Fund ¹
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Lee Society \$500,000 and above

The Adair Family Fund	Mrs. Marjorie Austin	H.B., E.W. & F.R. Luther Charitable Trust, Fifth Third Bank	Anonymous (3)
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Visionary Society \$250,000 and above

Model Management	Virginia and Smith Hickenlooper, Jr. Endowment Fund	Mr. John C. Hussey, Jr. Estate of Luella Schierland	Estate of Mary Esthe Streng
Estate of Eleanor Hewett			Anonymous (2)

Pillars Society \$100,000 and above

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Guardian's Society \$50,000 and above

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Mr. J. Rawson Collins	Mr. John W. Klages	Roanridge Trust	Anonymous (8)
Helen S. Conwell Trust	William C. Knodel and Elizabeth Knodel Fund ¹	Estate of Rachel Shattuck	
		Doug and Kathy Spitler	

Founders Society \$25,000 and above

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2007 Good Samaritan Mission Donors

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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Partner's Circle \$10,000 - \$19,999

The Cincinnati Foundation For The Aged Episcopal Diocese of Southern Ohio	Josephine Schell Russell Charitable Trust Mrs. Dolores Kennedy	Arthur and Elizabeth Kuhn Fund ¹ Mrs. Elizabeth Landen	Marjorie P. Lee Auxiliary Rindsfoos Foundation Anonymous (1)
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Builder's Circle \$5,000 - \$9,999

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Trustee's Circle \$2,500 - \$4,999

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		The Rt. Rev. and Mrs. Kenneth Price, Jr. D.D.	

Patron's Circle \$750 - \$1,199

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Samaritan's Circle \$300 - \$749

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Thank you to the people listed below who have generously given to the JubiLee Campaign for the rejuvenation of the Marjorie P. Lee campus.

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Committees

The individuals listed below have devoted their time, talents, and wisdom to raise awareness and build support for the mission of ERH.

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¹ indicates a gift from a fund at the Greater Cincinnati Foundation

² indicates a gift from a fund at the Columbus Foundation

³ indicates a gift from the Fidelity Charitable Gift Fund

⁴ indicates a gift from a fund at the Dayton Foundation

2007 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. This report provides a summary of ERH's community benefits for 2007.

Financial Assistance

In 2007, ERH provided nearly \$1 million in financial assistance to those in need. The organization takes pride in the fact that no resident has ever been asked to leave due to financial difficulty. To the extent that the level of charitable donations permit, ERH provides financial assistance to independent and assisted living residents after move-in and welcomes Medicaid nursing care residents. Additionally, through the Partners in Care Fund, ERH provides personal items, such as hearing aids, dentures and eyeglasses, for residents who cannot afford these expenses. It also offers monetary relief for staff facing an unexpected crisis.



Cambridge Heights, ERH's newest affordable housing community is located 80 miles east of Columbus in Cambridge, Ohio.

Chaplaincy

ERH provides chaplains at each of its communities. Last year, ERH chaplains provided more than 2,300 hours of service to residents, staff and family members. They led and/or orchestrated more than 350 worship services and 475 private counseling sessions, in addition to weekly Bible studies and other spiritual group programs.

Fr. Stephen Cuff integrates ministry into a Marjorie P. Lee men's group.

2007 Assistance Provided:

Independent and assisted living (18 residents)	\$413,000
Medicaid-eligible nursing (162 residents)	\$487,000
Meals on Wheels (25 clients)	\$33,000
Partners in Care Fund (80 residents)	\$10,000
Staff Emergency Fund (8 staff)	\$4,000
Total	\$947,000

Affordable Housing Support

Through affordable housing communities, ERH is improving the lives of seniors living on limited incomes. Canterbury Court has served as the model for our newest addition, Cambridge Heights, which serves older adults with an average annual income of approximately \$12,000. In 2007, ERH provided 242 residents with services not commonly available in affordable housing, such as a chaplain, an activity staff member, subsidized meals, gardening areas and local transportation, at a cost of \$57,000. This year Canterbury Court received a new van to enhance their transportation for the residents.



Parish Health Ministry

Promoting whole-person health, Parish Health Ministry (PHM) continues to assist congregations of various religious denominations with starting or enhancing a parish nurse/health ministry. In 2007, PHM served 115 congregations throughout Ohio at a cost of \$216,376. More than 28,000 contacts were made by 929 volunteers through free health screenings, home and hospital visits, workshops and health promotion programs, both inside the congregation and in their communities. Parish Health Ministry volunteers donated more than 14,790 hours of service.



Every Christmas season, toys are collected by ERH employees and then given to the children of Martin's Ferry.

Meals on Wheels

In 2007, Deupree Meals on Wheels served a total of 110,970 hot, nutritious meals to 558 clients in 10 Cincinnati neighborhoods, including Evanston, Fairfax, Hyde Park, Madisonville, Mariemont, Mount Lookout, Norwood, Oakley, Terrace Park and Walnut Hills. Deupree Meals on Wheels has partnered with several area schools and churches, including the Episcopal Church of the Redeemer, Summit Country Day, St. Paul's Village, Cambridge Arms, a ladies group from Terrace Park, and several Deupree House residents and staff.



Parish Health Ministry coordinator, Mary Pusz, takes regular blood pressure checks for elders.

Community Outreach

ERH's mission is further strengthened by actively supporting community needs and causes. During the 2007 Friendly Visitor Lenten Outreach Program, the 17 churches that participated yielded more than 280 parishioners who, each of whom visited nursing home residents at least once. Overall, nearly 600 visits to nursing homes were made. Chapel funds support "The Open Door," a food and sheltering ministry of the Church of the Advent in the Walnut Hills neighborhood. Additionally, ERH once again held its annual toy drive to benefit the children of Martins Ferry, Ohio. More than \$600 in cash was collected, in addition to a large van-load of toys.



Volunteer George Keil delivers Lucille Doyle her hot meal from Deupree Meals on Wheels.

Community Education

Through the expertise of ERH's staff, more than 20 community education programs were developed and delivered in 2007. More than 800 people participated in programs such as Our Journey of Hope, Refresh Your Soul, Developing a Health Ministry in Your Congregation, CPR Training and Routes to Recovery. Throughout the year, ERH staff also shared their expertise by participating in nine speaking engagements for five various organizations throughout central and southern Ohio courtesy of ERH's Speakers Bureau, a free service. Additionally, ERH communities continued to serve as a clinical setting for professionals in training from diverse academic affiliations. These professionals received training from ERH staff in the areas of dietetics, nursing, psychology, health care administration and more.



Rev. Percy McCray, Jr. spoke at Our Journey of Hope events presented throughout the state. As director of pastoral care and social services of Cancer Treatment of America, McCray presented material on how to minister to those with cancer.



In September Pat Landen was honored for her 20 years of volunteer service for ERH.

Volunteers

ERH's volunteers are at the heart of the organization. Last year, volunteers donated more than 19,795 hours of service in ERH communities, an increase from 18,773 hours in 2006. In 2007, the Deupree Auxiliary (307 members) hosted a variety of activities that benefited residents, including various parties, a rummage sale, and a Christmas sale/quilt raffle. The group also donated \$500 to the staff of the former Deupree Health Center for their kindness and support of the Auxiliary throughout the years. Likewise, the Marjorie P. Lee Auxiliary (175 members) continued to staff and manage the community's Corner Store, while also hosting the annual rummage and Christmas sales. The group also donated \$12,000 for the purchase of new fitness equipment and activity room chairs.

Help create our legacy for 2008. Your gift, financial or otherwise, is always appreciated. For more information on how you can help shape Episcopal Retirement Homes' ministry, contact us at (513) 271-9610 or visit our website at www.EpiscopalRetirement.com



Construction has begun on the person-centered care Deupree Cottages. For more information call (513) 561-6363.

Episcopal Retirement Homes, Inc.
3870 Virginia Ave.
Cincinnati, OH 45227
(513) 271-9610; FAX (513) 271-9648
www.EpiscopalRetirement.com

ERH Columbus Development Office
(614) 846-1656

Cambridge Heights
1525 Elm St.
Cambridge, OH 43725
(740) 432-4788; FAX (740) 432-8493

Canterbury Court
450 N. Elm St.
West Carrollton, OH 45449
(937) 859-1106; FAX (937) 859-4174

Deupree House
3939 Erie Ave.
Cincinnati, OH 45208
(513) 561-6363; FAX (513) 561-2064

Deupree Meals on Wheels
(513) 561-8150; FAX (513) 561-2064

Marjorie P. Lee Retirement Community
3550 Shaw Ave.
Cincinnati, OH 45208
(513) 871-2090; FAX (513) 533-5096

St. Paul Village
5515 Madison Rd., Cincinnati, Ohio 45227
(513) 272-1118; FAX (513) 527-2391



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