



LUTHERAN SENIOR SERVICES



SERVING ■ GIVING ■ GROWING ■ LIVING

2010 ANNUAL REPORT

# OLDER ADULTS LIVING LIFE TO THE FULLEST

As Based on John 10:10



## FROM THE PRESIDENT AND THE CHAIRMAN OF THE BOARD

### Blessed to be a blessing.

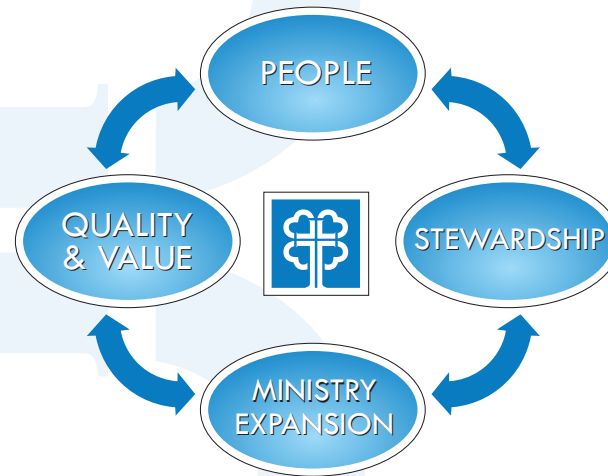
Lutheran Senior Services is on a continuous journey into the future. We take our mission of Older Adults Living Life to the Fullest very seriously, which leads us to constantly search for the most cost-effective, ministry-minded ways to maximize the lives of those we serve.

Well before the year 2010 even began, the Board of Directors and senior leadership developed a strategic plan around four imperatives: 1) People; 2) Stewardship; 3) Ministry Expansion; and 4) Quality and Value.

As new opportunities for growth and change continue to emerge, these imperatives have become the lens through which we make our decisions for today and for the future.

Within these pages you will find an overview of the various ways we have been blessed to be a blessing this past year. They are organized around four words that capture the spirit of our four strategic imperatives: Serving; Giving; Growing; Living.

We thank each and every one of you for being a part of this web of blessing. Whether your participation has come through gifts of time, talent, or treasure, we are grateful to be serving in partnership with you as together we seek to serve others as Christ would serve them.



Rev. John R. Kotovsky  
LSS President



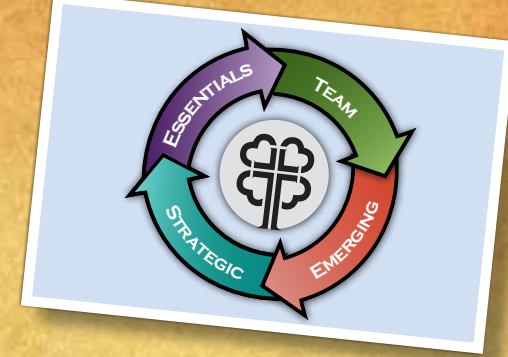
James R. Dankenbring  
LSS Chairman of the Board

## OUR PROMISE TO YOU

At **Lutheran Senior Services**, we help older adults improve their lives through a wide array of resources and options. We deliver value and security through our network of senior living communities, affordable housing, and in-home services. In living our Christian mission, we offer seniors a complete continuum of life choices in loving, person-centered environments. Whether a person lives in one of our communities or at home, we offer multiple levels of care.

# SERVING





## WHAT DOES AN LSS STAFF MEMBER LOOK LIKE?

The 2,400 employees who staff LSS’ 19 locations and eight in-home services come from many backgrounds. Caucasian, African American, Hispanic, Asian, old, young, short, tall, an LSS employee could look like anyone.

But you can always tell who they are — and whose they are — from how they act.

There’s a reason LSS communities feel like home, and why our residents, clients, and patients say our staff members feel like family. Our employees are known throughout the communities they serve for having strong servant hearts. They reach beyond the expected. They don’t stop at satisfying those we serve; they strive to exceed their expectations.

Just as LSS employees live to serve seniors, LSS as an organization works to serve the servants. Over the past two years, a continuous conversation has been going on between staff, management, and senior leadership to find new ways to support our employees.

**YOU CAN ALWAYS TELL WHO THEY ARE — AND WHOSE THEY ARE — FROM HOW THEY ACT.**

Just a few outcomes of that conversation include:

- A new wellness program providing resources to help staff improve their health, coupled with cost-saving incentives on health insurance.
- New recruitment processes and tools to more effectively find new employees who share our core values.
- Leadership training classes at every level of the organization.

And the changes have made an impact; in April 2011, LSS was named one of the “Best Places to Work” by the St. Louis Business Journal for the second time in three years.

## CREATING LSS LEADERS

Together, LSS staff members have helped to build a culture of caring. Their expertise is invaluable to the organization as a whole. That’s why, in 2011, LSS unveiled its new training initiative: **Creating LSS LEADERS.**

Under this new program, leadership courses are provided for employees at every level of the organization, taught by members of LSS management. Proceeding from the belief that all LSS employees are leaders, the new program offers pathways to success for every staff member.

One of those pathways is designed to identify and develop the next generation of senior leadership for the organization. This year, nine employees were nominated and chosen for their outstanding contributions and will spend the next year developing a plan to improve some aspect of organizational life.

# GIVING





## OUR PRIMARY MOTIVATION

At LSS, our primary motivation is to give. To give the best care. To give aid to those who need it. To give support to seniors from every walk of life.

Our 152-year tradition of excellence is rooted in a firm sense of financial responsibility. It is always our goal to act as responsible stewards of the resources given to us by God, and of the funds provided to us by those we serve. Not to satisfy the bottom line, but to honor those who gave us those gifts in the first place.

OUR 150-YEAR TRADITION OF EXCELLENCE IS ROOTED IN FINANCIAL RESPONSIBILITY.

It's for that reason that LSS constantly pursues new methods of managing costs without sacrificing quality. Our goal is not profitability, but stability, so we can remain a strong, reliable resource for seniors for another 150 years.

Our emphasis on financial stewardship makes us a preferred partner in the financial community. LSS maintains an A- Fitch rating — a distinction earned by only a handful of nonprofit groups nationwide. In 2010, this rating helped LSS conduct a very successful bond issue, raising \$40 million to help reposition a number of our senior living communities.

Other ways LSS fosters a climate of stability include:

- Our new Operational Excellence initiative, designed to find new ways to maximize value without sacrificing quality.
- A major promotional push for LSS communities and services to increase the number of seniors we serve.
- The expansion of our **Home Exchange** program, which helps seniors turn their old homes into new income streams. As a result, prospective residents are able to make the move to an LSS community more easily than ever.

## SOCIAL RESPONSIBILITY

Designed to bridge the gap between what Medicare covers and what a resident can afford, LSS' **Benevolent Care Fund** helps those who have outlived their ability to pay for the skilled nursing care they need. In 2010, LSS gave nearly \$4.5 million in benevolent care.

Additionally, in 2010, LSS donated...

- \$64,800 to help LSS employees in times of need through the **Christ Care Fund**.
- \$223,000 to provide hands-on training for ministry workers through our **Clinical Pastoral Education** program.
- \$127,000 for **Outreach Social Services** to help seniors maintain their independence.
- \$93,000 to assist **United Way** service agencies.
- \$63,000 to support the **Alzheimer's Association's** annual Walk to End Alzheimer's.

# GROWING



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2010



## TWENTY-FIVE YEARS OF REACHING OUT TO SENIORS

The term “economies of scale” is often used to describe how businesses operate, but rarely to describe ministry. One exception to that rule is Lutheran Senior Services.

Over the past 25 years, we have grown from a single location into the largest not-for-profit organization in St. Louis, and one of the biggest networks of our kind in the country. We began this expansion not to appease shareholders, but due to the simple fact that the more people we serve, the more opportunities we have to extend our reach and serve still more.

Through economies of scale, we can afford to bring better care to more people more often. Which is why growth is an essential part of how we pursue our Christian mission.

In 25 years, we have touched thousands of lives. And the best is yet to come.

More than expanding our physical locations, in 2010 Lutheran Senior Services expanded the methods by which we serve older adults.

Two communities (**Meridian Village** and **St. Joseph’s Bluffs**) opened new state-of-the-art households in their care centers, and many more introduced **REACH Short Stay** rehabilitation. Plus, LSS Affordable Housing began work on **The Village at Mackenzie Place**, our first mixed-income community which will offer both market rate apartments as well as rent-subsidized HUD 202 housing.

THE MORE PEOPLE WE SERVE,  
THE MORE OPPORTUNITIES WE  
HAVE TO SERVE STILL MORE.

LSS also began new initiatives to reach out to seniors right in their own homes. Our newly rebranded **Living Safe Technologies** (formerly Home For Life Solutions) added a monitored medication management program, while the new **LSS At Work** service began helping working professionals find ways to balance a career with the pressures of caring for the aging.

## LSS REACH

When LSS set out to design our new short stay rehabilitation program, the goal was to create a seamless transition from hospital to home, helping seniors to reach their greatest potential for recovery in the process.

Taking advantage of a partnership with Alliance Rehab and the first-class facilities at each of LSS’ communities, LSS’ new **REACH Short Stay** program provides 24-hour care and on-site therapies in an LSS care center.

Once a guest’s short stay ends, he or she can continue to work toward recovery at home thanks to skilled nursing, therapy, and aide assistance from **REACH At Home**. Plus, residents of LSS communities can take part in **REACH Wellness**, a spectrum of services designed to help them maintain their health through fitness programs, therapies, and education.



LIVING



## WHAT DOES AN LSS RESIDENT LOOK LIKE?

Like our staff, our residents could be anyone. All traditions, all beliefs, all races and sizes and economic situations — all are welcome. And all of them deserve our very best.

THIS IS LIFE AT LSS —  
A CONTINUAL PROCESS OF  
GROWTH AND RENEWAL.

To really understand the culture of caring at Lutheran Senior Services, one need only look to our Christian mission: *Older Adults Living Life to the Fullest.*

Whether they receive help and care from our **In-Home Services**, take advantage of our HUD 202 **Affordable Housing** apartments, enjoy the comfort and convenience of our **Continuing Care Retirement Communities**, or experience end-of-life services through our **Hospice Care** program, we believe all seniors deserve the blessings that life and our Lord have to offer.

That's why we continually improve our locations, develop innovative new services, and grow our ability to serve seniors as Christ would serve them.

Starting in 2011, **Laclede Groves** in Webster Groves, Missouri, will be the focus of a \$50 million campuswide renovation that will reposition it as a truly world class senior living community. Soon after, work will begin on updating **Lenoir Woods** in Columbia, Missouri, and all the while, a hundred smaller projects will continue to enhance life around LSS.

We are adding new services to many locations, including short term rehabilitation, health clinics, and geriatric nursing services. As we do, we are engaging even more residents and their families in decision making processes, from activity planning to facility design.

This is life at LSS — a continual process of growth and renewal. Always seeking a better way to serve. Always finding new methods of providing value to those we serve.

## LSS HOUSEHOLDS

A crackling fireplace in the living room. Bacon cooking in the kitchen. Friendly faces all around.

Not the images you think of when you picture a skilled nursing care center? Think again – and then visit one of LSS' new skilled nursing households.

Each household accommodates a small number of residents, offering a unique form of person-centered care in warm, welcoming settings. Here, flexible teams of caregivers are trained to function like a family, with daily tasks disseminated among the entire team. And consistent staffing means that employees get a chance to really get to know and care about the residents they serve.

Gone are the long tiled hallways and rigid schedules of nursing homes past – the future of long-term care at LSS is looking like a beautiful place to live.



LUTHERAN SENIOR SERVICES STAFF MEMBERS  
ACCEPTING THE “BEST PLACES TO WORK” AWARD  
FROM THE ST. LOUIS BUSINESS JOURNAL.

## BOARD OF DIRECTORS



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Concordia - Kirkwood



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Christ Memorial -  
St. Louis County



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**Norma Barr**  
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Webster Gardens -  
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**Rev. Vernon D. Gundermann**  
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**Carla Robinson-Rainey**  
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Peace -  
St. Louis County



**Dr. Douglas H. Walden**  
Webster Gardens -  
Webster Groves

Directors have been elected to represent our 103 member congregations.

## EXECUTIVE OFFICERS



**Rev. John R. Kotovsky**  
President and CEO



**Linda M. Detring**  
Chief Operating Officer



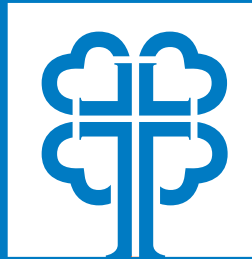
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**Mark W. Schoedel**  
Vice President of  
Construction & IT



**Dale E. Kreienkamp**  
Vice President of  
Human Resources



[www.Facebook.com/LutheranSeniorServices](http://www.Facebook.com/LutheranSeniorServices)

## LIKE US ON FACEBOOK!

Each time a new friend clicks the "Like" button on our Facebook page, an anonymous donor gives \$1 to the Benevolent Care Fund.



It's the easiest way ever to help older adults!

## SENIOR LIVING COMMUNITIES

**Breeze Park**  
St. Charles, MO

**Concordia Village**  
Springfield, IL

**Heisinger Bluffs & St. Joseph's Bluffs**  
Jefferson City, MO

**Hidden Lake**  
St. Louis, MO

**Laclede Groves**  
St. Louis, MO

**Lenoir Woods**  
Columbia, MO

**Lutheran Hillside Village**  
Peoria, IL

**Meramec Bluffs**  
Ballwin, MO

**Meridian Village**  
Glen Carbon, IL

**Richmond Terrace**  
St. Louis, MO

## AFFORDABLE HOUSING

**Centennial Plaza**  
St. Louis, MO

**Dunn Road Manor**  
Florissant, MO

**Halls Ferry Manor**  
St. Louis, MO

**Hilltop Manor**  
Eureka, MO

**Hylton Point Apartments**  
St. Louis, MO

**Hylton Point II Apartments**  
St. Louis, MO

**Rose Hill House & Rose Hill House II**  
Kirkwood, MO

**The Village at Mackenzie Place**  
Affton, MO

**Westfield Manor**  
Belleville, IL

## IN-HOME SERVICES

Serving St. Louis, St. Charles, and Jefferson Counties

**Home Health**

**Hospice Care**

**Private Duty**

**Living Safe Technologies**

**Outreach Social Services\***

**Good Neighbor Program\***

**Volunteer Money Management\***

## SPIRITUAL SUPPORT & RESOURCES

**Pastoral Care**

**Clinical Pastoral Education**

## LSS AT WORK



**LUTHERAN SENIOR SERVICES**

1150 Hanley Industrial Ct. ■ St. Louis, MO 63144  
LSSLiving.org ■ Facebook.com/LutheranSeniorServices



\*Agency funded in part by the United Way