

# A History of Service; A Legacy of Love

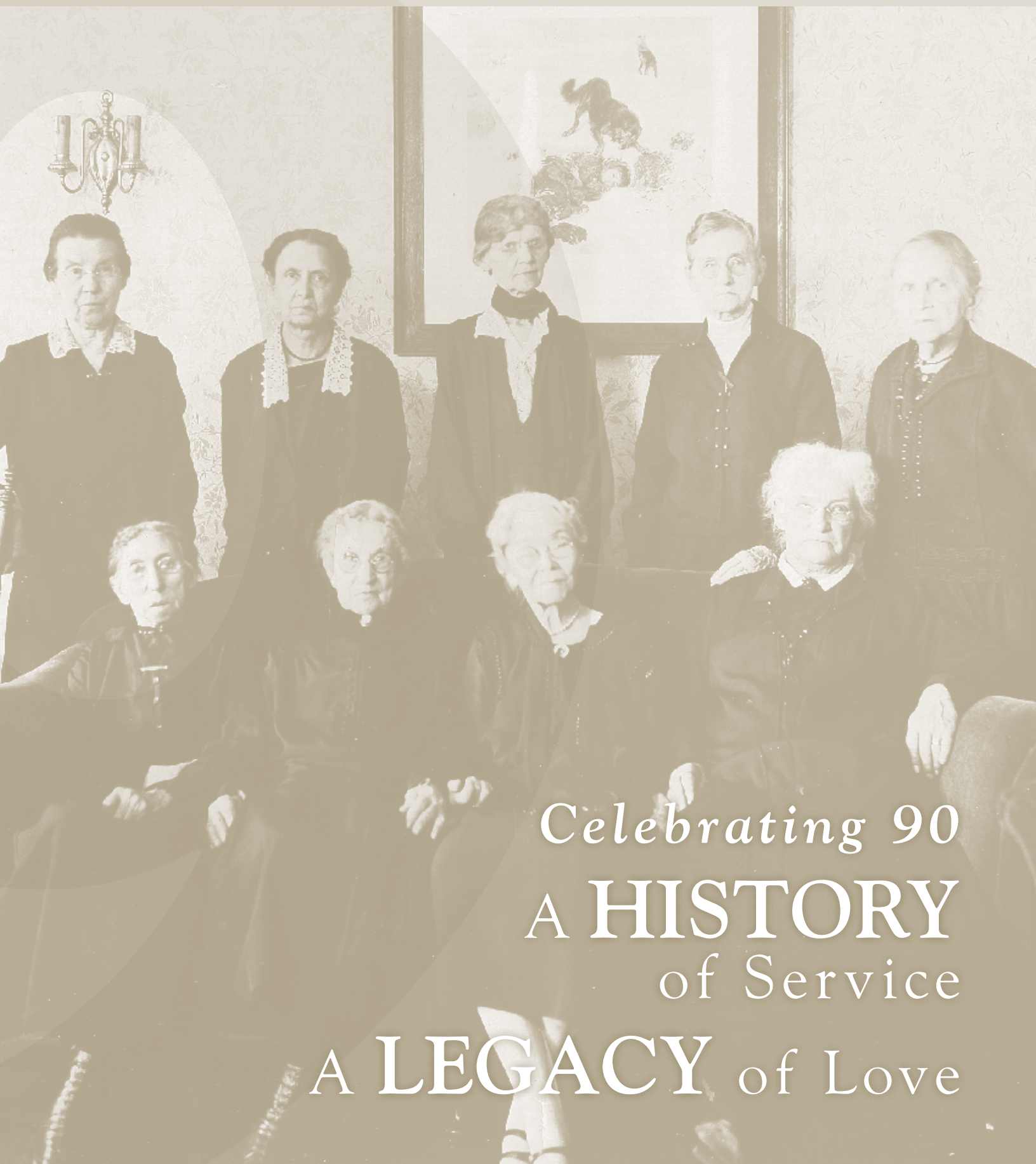
2017 Annual Stewardship Report



1927-2017  
*Celebrating 90*



PRESBYTERIAN  
**SENIOR LIVING**



*Celebrating 90*  
**A HISTORY**  
of Service  
**A LEGACY** of Love





Tim Beaver, Chair



Thomas Paisley, Vice Chair



Steve Proctor, CEO

2017 marks the year that Presbyterian Senior Living celebrated its 90th year of service to seniors. What began as a working farm in Newville, PA caring for nine older women has grown to 30 locations in Pennsylvania, Delaware, Maryland, and Southeastern Ohio. This remarkable history is chronicled in John Killian's book, *A History of Service, A Legacy of Love*, initially written for PSL's 75th anniversary and now in its second printing.

As we celebrate this milestone, it is important to remember that the PSL family includes several organizations whose service predates PSL's 90 year history. We are indebted to the founding board members of The Easton Home (1890), The Quincy United Methodist Home (1903), The Long Community (1904), and the Presbyterian Homes in the Presbytery of Huntingdon (1924) for their generosity and dedication. Their vision for serving seniors occurred in a time before Social Security, Medicare, Medicaid, and other parts of the social safety net were in existence. The march of progress continued with the addition of the newest member of the PSL family, in 2014 PSL affiliated with Cathedral Village in Philadelphia, an organization with a historic connection with the Episcopal Church.

Over the years much has changed. Forty-five years ago Presbyterian Homes served fewer than 400 persons in a total of 350 units – 161 personal care rooms, 172 apartments, and 17 nursing beds, and employed less than 100 staff members. Today there are 547 personal care units, 1,844 CCRC and market rate independent living apartments and cottages, 1,069 subsidized independent living apartments, and 1,134 skilled nursing beds, plus a range of outreach services to seniors beyond our traditional health care and housing options. The PSL staff now numbers over 2,800 strong, offering an ever expanding array of services.

In spite of this extraordinary growth, much remains the same. PSL continues as a faith-based, not-for-profit organization, governed by a volunteer board of trustees. Our original purpose of serving seniors with limited incomes remains intact. Our mission, recently revised with updated language, would be recognized by PSL's founders as remaining true to Ellen Parker's vision of caring and compassion.

We continue to rely on the generous support of donors to support those with limited resources to receive the care they need.

The people served by PSL have changed a bit over the years, and PSL has evolved to meet these changing needs and desires. With changes in medicine and technology, one can only imagine what future generations of seniors will expect from PSL. The seniors we serve are more active and engaged in shaping the services we offer, becoming our partners in creating a shared future.

So, what does it feel like to turn 90 years old? Pretty great actually. We are reminded of an observation made by a PSL resident on the occasion of his 100th birthday celebration. As an active, independent living resident residing for 35 years in a PSL continuing care retirement community, he remarked to those in attendance, "I know that I am celebrating my 100th birthday today, but I really feel great – more like two 50 year olds!"

After 90 years of serving seniors, PSL still has the energy and vitality of a much younger organization. A good description might be – PSL – A History of Service, A Legacy of Love, A Bright and Promising Future.



## Volunteerism at 90

From the very beginning volunteers played a key role in the founding and early development of Presbyterian Senior Living. As a ministry connected with the Presbyterian Church, everyone involved was a volunteer – from our founding donor, Ellen Parker, to pastors and elders from Carlisle Presbytery and beyond. For our entire history PSL has been governed by a volunteer board of trustees who have made certain that the mission of the organization was strictly followed in every respect.



In 1929, an Auxiliary was formed as a committee of the Board of Trustees. From 1929 to 1983, the Presbyterian Homes Auxiliary served as the primary volunteer focus of the organization, meeting semiannually to coordinate its many efforts on behalf of the residents served by the organization. With the growth in number of locations and a broadening continuum of services, the auxiliary changed its structure in 1983 to become more decentralized and increase direct volunteer support to meet the growing needs in every PSL location.





In 1984, the total volunteer hours worked in Presbyterian Senior Living was just over 24,000 hours. By 2017, this number had grown to 143,146 hours. Now volunteers come from a variety of places - residents from our independent campuses, church constituents, current and former family members, community groups, and friends and neighbors. Each source has a different type of inspiration to volunteer in PSL's ministry.

The service of resident volunteers is driven by the thought that in a healthy community, people reach out to help their neighbors. At some point in the future nearly everyone will benefit from the sense of community where giving is a part of the underlying culture.

With church constituents, volunteerism is the natural work of the family of faith reaching out in love and compassion as an expression of their call to serve others.

Family members often begin to volunteer when they are visiting a loved one, and in the process make friends with other residents and volunteers, continuing to give freely of their time and energy well after their family member is no longer a resident.

For friends and neighbors, volunteerism is a part of a healthy community, and their service is an indication of a loving and supportive environment from the community at large.

Employee volunteers send a clear message that they regard their work as more than just a job. Working with seniors is a calling, and extends well beyond receiving a paycheck.

All of these motives combine to form a rich tapestry of volunteer service to create an environment where kindness and compassion is experienced on a daily basis.









## Range of Services at 90

Successful Living is the driving force behind the broad range of services that are provided at Presbyterian Senior Living communities. These services continue to evolve over the years to support the changing needs of the people we serve. From a health services perspective, the development of transitional care services for people needing short term skilled nursing or rehabilitative services has responded to meet the demands of consumers and payors to provide high quality care at lower costs. Presbyterian Senior Living has worked closely with Accountable Care Organizations, Managed Care Organizations, Acute Care Networks, and other Post-Acute Care providers to ensure coordinated care transitions. These relationships are ensuring that Independent Living residents, as well as persons from the surrounding community, receive person centered, seamless care that enables them to return home as quickly as possible.

Caregiver team members comprised of RNs, LPNs, Physicians, Social Workers, Certified Therapeutic Recreation Therapists, Certified Nurse Aides, Physical Therapists, Occupational Therapists, and Speech Therapists and others are combined to provide exceptional quality care in an ever changing health care environment. We continue to offer traditional, high quality care and services to those residents who require longer term attention in one of our personal care or nursing care neighborhoods.

Adult day services allow frailer older adults to continue to live in their home in the general community, by spending some of their daytime hours with us. Staff provide a full day of socialization, activities, meals, and a selection of other medically related services so that while participants are enjoying their day with us, spouses/caregivers can go to work, run errands, or just get some much needed rest without added worry.



Licensed Home Care services at our Continuing Care Retirement Communities assist Independent living residents to continue to live in their homes in safety and security. Services range from dog walking, to household chores and can include assistance with activities such as bathing and dressing as well as medication reminders and preparation. The level and type of services and length of visits are tailored based on individual resident needs.

As conditions such as Alzheimer's and other related memory disorders have continued to increase with longer life expectancy, Presbyterian Senior Living has evolved to help residents of our communities and their families adjust to the detrimental effects of these diseases. From the development of our first Chapelwood neighborhood in 1997 to the most recent development of memory support within Parker House Assisted Living in 2017,







state of the art care and services are provided. New environmental design has been paired with a strengths based approach to programming. 'Your Journey Forward' was designed and implemented in memory support specialty neighborhoods to improve the quality of life. PSL Team members are prepared for their service through Dementia Live® training as a starting point to gain experience and empathy for those living with memory impairment. This same training is offered to family members, visitors, and outside agencies to raise awareness.

While the environment around us is constantly changing, our focus continues to be on person centered approaches to living and embracing life. In addition to Masterpiece Living®, PSL continues to seek out innovative approaches such as Compassionate Touch®, Music and Memory®, It's Never Too Late®, aromatherapy, Achieve Signature Personal Training®, and EasyConnect® which allows individuals to connect with others and provide purposeful and meaningful living opportunities.







## Spiritual Roots at 90

For many decades all PSL trustees were elected by the presbyteries that had covenant agreements with the organization. Over time the growth of PSL and the potential legal and financial liability resulted in a change to all board members being elected “at large” as a fully independent organization. PSL today remains a spiritually grounded organization, reaching out to embrace persons of all faith backgrounds.







## Governance

From a group of local Presbyterian Pastors and elders, the PSL board has evolved geographically and intellectually. Current board members hail from Maine, Wisconsin, Florida, Texas, New Jersey, Pennsylvania, New York, Maryland, Washington DC, and represent a wide range of professional disciplines – Law, Finance, Fund Raising, Banking, Aging Research, Higher Education, Nursing, Health Care and Investment Management are among the areas of expertise found within the governing Board of PSL.

## Inclusion

For PSL, Inclusion means more than avoiding the possibility of offending someone. It is accepting everyone in their uniqueness, even when we do not agree with them about important issues in life. PSL's call to serve from a Judeo Christian perspective means that we reach out to people who are not like us. Jesus' ministry to the poor and outcast is the basis for a concept of inclusion that embraces serving persons of every income level.

## Charity Care

When PSL was founded, the organization was entirely focused on serving persons in desperate need, and later years expanded to include persons of moderate means. With the advent of Continuing Care Retirement Communities in the 1970's the mission expanded to include persons of all income levels. PSL is now guided by what could be called the "Anyone's Mom" philosophy. PSL reaches out to serve everyone, from those with very little, to others who have been blessed with financial security. While PSL's mission of care and compassion has an appeal that extends beyond economic boundaries, the strong commitment to serving the needy continues. Approximately 45% of the people served by PSL requires some form of subsidy.

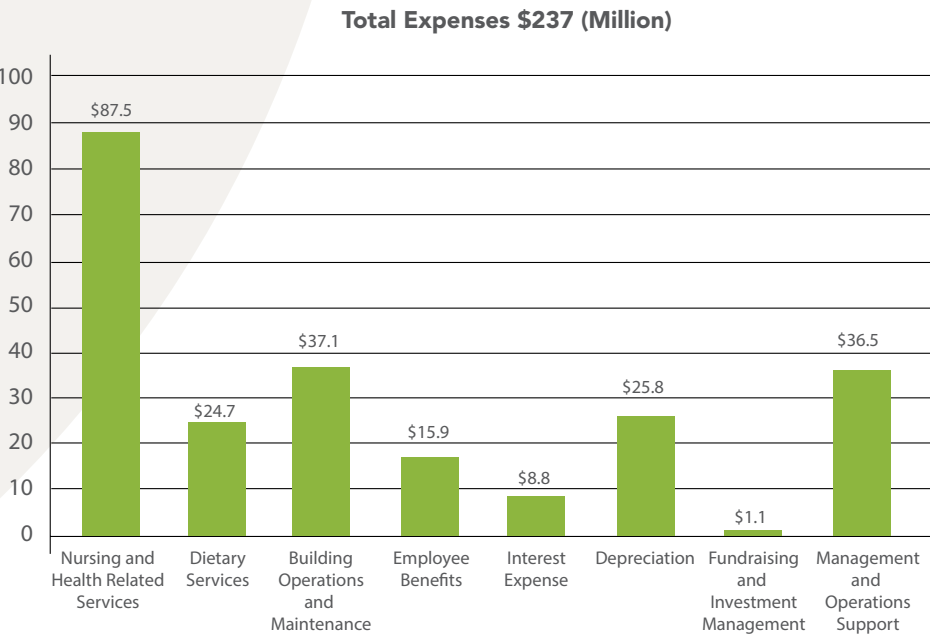
# Financial Growth at 90

The early financial model of the Presbyterian Home of Central Pennsylvania was fairly simple. The nine women who were the first “guests” served by the organization had very few resources. The donation of Ellen Parker’s farm in 1927 provided a place, and a partial means of support. In the early days, all resources of the Home came from charitable support or were produced on the farm.

The newly formed Board of Trustees of the Presbyterian Home launched their first fundraising campaign in 1928. They rejoiced when one of the first gifts received was “a Guernsey cow and calf of recorded lineage and pedigree.” Contributions were essential to support the ministry. By 1930 contributions were received from 46 churches, and the Harvest Home campaign raised \$711.43. Throughout the depression years, the organization was sustained almost completely by the contributions of churches and generous individuals.

Today Presbyterian Senior Living serves over 9,000 people annually, and charitable giving in 2017 was \$3,008,694. While we serve persons of all income levels, the mission to serve seniors with few resources continues.

Today PSL stands upon a ninety year foundation of faith. God has continued to bless the work and has, through His grace, multiplied the many talents we have been entrusted with. Through all these generations, the most important of these gifts have been the people we have been privileged to serve, and those who have carried out the mission by serving in every part of our ministry. Sometimes it is hard to imagine how far we have come in this journey of faith. God has





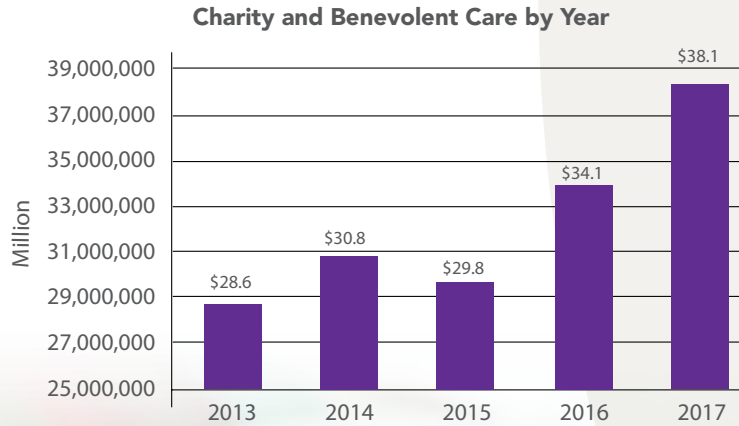
sustained this ministry of care and compassion through the best and worst of economic times.

Looking into the future can sometimes cause great concern. PSL benevolent care costs for 2017 grew by four million dollars over 2016, an increase of over 10%, to a total of over \$38 million. In 2001, my first full year with Presbyterian Senior Living, the cost of benevolent care was \$4.5 million. The reality is that public funding is more and more challenged, and personal resources are becoming increasingly scarce. Many people who come to us in need of care have less savings and retirement income. But we take comfort in knowing that for the past 90 years God has been gracious and faithful.

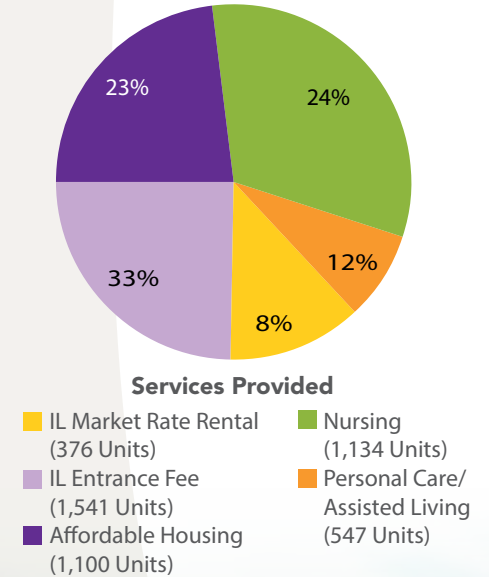
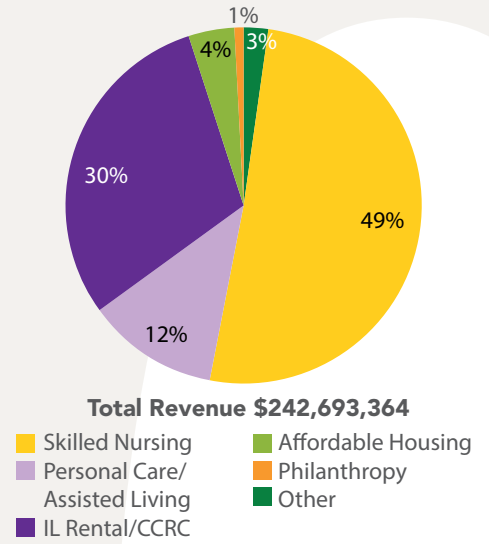
I know though that *“the Spirit God gave us does not make us timid, but gives us power, love and self-discipline.”* (2 Timothy 1:7). Grace truly has brought us safe thus far, and that grace will lead us on to the next ninety years and beyond.

*’Tis grace hath brought me safe thus far, and grace will lead me home.” – John Newton, Amazing Grace*

Jeff Davis, Senior VP/CFO



PSL financial statements can be accessed on the PSL website at [www.psl.org](http://www.psl.org).









## Faithful Service at 90

One of the many joys of working for Presbyterian Senior Living is the long-term relationships that form between staff members and between staff and residents. PSL is blessed with many staff who have dedicated significant years of service to our mission and residents. That is why one of the most meaningful traditions of PSL is the recognition of years of service through bestowing of service pins.

Employee service events are held annually at each PSL community. They are planned with care to ensure each person receives special recognition upon completion of different intervals of years, such as one, three, five, ten, fifteen, twenty and upward. During the events each supervisor makes personal remarks about the person being recognized and then Presbyterian Senior Living's CEO presents the pin. This tradition and commitment to recognizing staff is always an anticipated event!

The PSL service pins are more than just a piece of jewelry, the pins represent years of devoted work by each recipient. The service pins recognize the mission driven spirit of the PSL workforce. While more than 25% of all staff members have 10 or more years of service, PSL is fortunate to have staff who have received 50 year pins! This type of loyalty does not happen by chance. Long-term staff who stay with PSL often comment about the work with residents being the most rewarding work they can imagine, staff often referring to the residents, as well as their co-workers, as "family". It is this feeling of connection that engenders such loyalty and longevity throughout the years.

## Active Aging



Presbyterian Senior Living communities promote an active lifestyle for both residents and team members. Active living is not just being physically engaged but it is also being spiritually, socially, and intellectually engaged in ways that are meaningful and purposeful for the individual. Physical offerings that are open for all include yoga, Tai Chi, walking clubs, Ageless Grace, boot camp, and intergenerational swim classes. Spiritual offerings include bible study, hymn sings, memorial services, weddings, meditation, gardening, and labyrinth walking. Intellectually, individuals and groups join together to challenge each other in brain fitness games, attend lecture series, engage with local universities and colleges, host interns, and attend virtual field trips. Socially, residents can choose to engage during a comfortable meal with friends, an outing to a local event, or any number of other programs on campus. We strongly believe in a “why not” philosophy and strive daily to offer engaging opportunities.





# Community Benefit

For 90 years Presbyterian Senior Living has been fully committed to providing significant benefit to the communities we serve. Not only do we have a long history of providing services for seniors with limited resources, we give back to our communities in many different ways. Our communities are a major source of employment, consumers of goods and services and pay taxes to support government. We offer programs that extend beyond those we directly serve. In addition to directly contributing to community based initiatives, PSL actively supports and encourages residents, volunteers and staff in their provision of volunteerism.

## Financial Impact and Total Community Benefits

Persons Served		
Independent Living .....		3,093
Skilled Nursing .....		3,591
Personal Care/Assisted Living.....		766
Community Based Housing .....		1,812
	Total Persons Served.....	9,262
Payments and Contributions to Municipalities.....		\$4,860,920
Community Outreach and Civic Engagement .....		\$929,010
Resident and Staff Volunteerism .....		\$2,498,588
Education and Training .....		\$248,526
Benevolent Care (provided at less than pre-established charges).....	\$32,117,865	
Charity Care for Residents .....	\$5,989,719 .....	\$38,107,584



Not-for-profit 501(c)3 organization. Specific opportunities and a more comprehensive explanation of the not-for-profit difference and PSL's community benefit activities can be found online at [www.psl.org/communitybenefit](http://www.psl.org/communitybenefit).



## Organizational Values

PSL's values continue to reflect our historic commitments and provide clear guidance for the future:

1. **Inclusive** – Reach out to include all persons in the communities in which we serve, as recipients of service, employees, and volunteers.
2. **Transparency / Integrity** – Adhere to the highest standards of transparency, honesty and impartiality to assure the public trust in the organization and its mission.
3. **Quality** – Promote successful aging and enhance the quality of life of those we serve through the provision of exceptional services, innovation, maximizing the options available to seniors, and empowering them to choose the services that best meet their needs.
4. **Stewardship** – 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, and to focus on environmentally sustainable practices in every aspect of PSL's ministry.
5. **People** – Provide PSL staff and volunteers with a supportive, rewarding and challenging environment that gives opportunity for a satisfying experience in the service of others.
6. **Community Benefit** – In addition to providing subsidized care to those with limited financial resources, offering support to local people, clubs, schools, churches and social service agencies, and governmental entities to strengthen the fabric of the communities we service.



# Presbyterian Senior Living Locations



**ALLENTOWN, PA**  
Westminster Village at Allentown



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



**BETHLEHEM, PA**  
Kirkland Village



**BLOOMSBURG, PA**  
Westminster Place at Bloomsburg



**CRESCO, PA**  
The Shepherds  
(Hawk's Nest, Wisteria Commons  
and The Oaks Apartments)



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



**DOVER, DE**  
Westminster Village at Dover



**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



**NEWVILLE, PA**  
Green Ridge Village



**OXFORD, PA**  
Ware Presbyterian Village  
Westminster Place at Ware



**PARKESBURG, PA**  
Westminster Place at Parkesburg



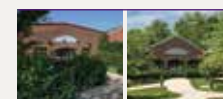
**PHILADELPHIA, PA**  
Cathedral Village



**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  
Parker House Assisted Living  
at Quincy Village  
Wesley House at Quincy Village



**WILLIAMSPORT, PA**  
Presbyterian Home at Williamsport



**YORK, PA**  
Stony Brook Gardens  
Springwood Overlook  
Westminster Place at Queen Street



As a faith-based organization, Presbyterian Senior Living is founded on the belief that every human being is of infinite worth as a unique creation of God. Based on this premise, Presbyterian Senior Living is committed to fully embracing the diversity of all persons served, so that together, we can foster a culture of inclusion in an environment free of all forms of discrimination where all people are treated with dignity and respect. Our goal is to cultivate awareness and understanding of personal differences and biases so that an environment of understanding, acceptance, respect and support is established.



## OUR MISSION

**Guided by the life and teachings of Jesus, the mission of Presbyterian Senior Living is to provide compassionate, vibrant, and supportive communities and services to promote wholeness of body, mind and spirit.**



**PRESBYTERIAN  
SENIOR LIVING**

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