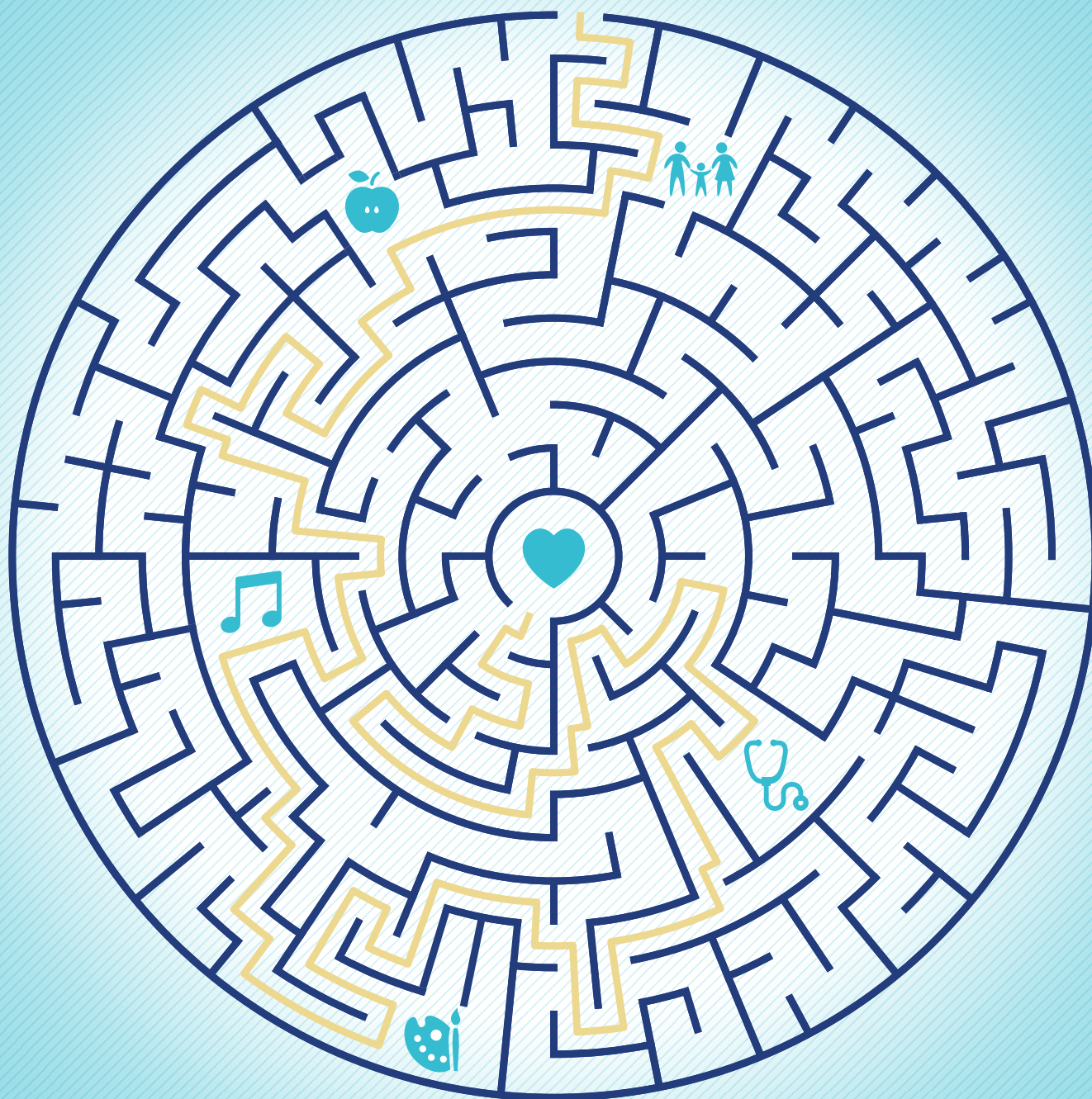


# BRANCHINGOUT

LIVING BRANCHES

*Live & Grow – Together*



# Leading THE Way





FROM THE PRESIDENT'S DESK

## Dementia: *The Most Universal Issue In Senior Living*

### THERE ARE CURRENTLY 5.3 MILLION

persons over age 65 living with Alzheimer's disease in the United States. That figure is expected to rise to 16 million by 2050. And 15 million family members, friends, and neighbors are currently providing unpaid care to persons with Alzheimer's or other dementias. It is not an overstatement to declare that dementia is the single most universal issue in the senior living industry.

When the Memory Care areas of Park View, Harmony House, and Country Cottage were designed many years ago, they revolutionized our approach to caring for senior adults with dementia. Having secure areas with staff trained specifically to care for residents with dementia was life-changing for those persons and their families. Memory Care was and is an incredible strength of our organization.

Yet we began to hear from many residents that a dementia diagnosis was the reason they moved to the community sooner than originally planned, or that one spouse was providing care in their home for the other who was beginning with early stages of Alzheimer's. These scenarios are becoming quite common and we felt the need to respond to these challenges. Again, we wanted to respond in an innovative, life-changing way.

In this edition of Branching Out, we are introducing Kathleen Roberts as the new director of dementia care strategy and sharing an overview of the program. As a Life Plan Community, we have the unique opportunity to provide services to residents in Residential Living, Personal Care, and Health Care. However, if we limit our focus to the persons who reside at our communities, we limit our influence. Of course our first priority is to provide excellent dementia care within our communities, but there are people in the wider community who also need support, education, and care.

This idea has been percolating for many years in the minds of Living Branches leadership. We were waiting for the vision and the right person – a person with passion – to come together at the right time. We are happy to announce that the time is now. And we are excited about the impact it will have on residents, their loved ones, staff, and persons in the community.

EDWARD D. BRUBAKER  
President/CEO

## BRANCHINGOUT

A PUBLICATION OF LIVING BRANCHES

*Together we empower older adults and families to lead lives of purpose and joy, guided by the Mennonite tradition of care and service to others.*

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Contact Branching Out at 215-368-4438 or  
BranchingOut@LivingBranches.org

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# Leading THE Way

OPEN HEARTS AND MINDS CREATE POSSIBILITIES  
IN THE EVOLVING WORLD OF MEMORY CARE

By Danielle Leheny, Staff Writer

*The days Kathleen could make her mom laugh were her favorite. A giggle might be won through continuous banter and large doses of family humor that Kathleen conjured up from her childhood memories, or in response to one of Kathleen's own frequent grins. Kathleen never failed to be creative in finding new ways to seek that cherished reward – the loud, familiar, burst of laughter that she has loved hearing from her mother since she was a little girl.*

**K**athleen Roberts is Living Branches' new director of dementia care strategy. She has been a part of the Living Branches family since 1995, when both her parents moved into the Dock Woods community. Her father passed away in 2011, and her mother, who was living with Alzheimer's disease, just passed away recently. Kathleen knows first-hand how challenging it can be to support a loved one with any form of dementia, but she also knows that dealing with dementia – as is

true with any of life's biggest challenges – is exponentially easier when you stand together.

With this very philosophy in mind, Living Branches created Kathleen's new position as an important first step in a comprehensive program that aims to bring together best practices in memory care – connecting ideas and experts both within our diverse Living Branches campuses and the larger community, from local organizations to partners from around the world.

"This new role will allow Living Branches to collaborate with universities that are doing research, to share ideas with other communities, and to talk with leaders in the field to learn about cutting edge practices and research – all in the effort of helping residents and families who are living with dementia lead the best lives possible," said Edward D. Brubaker, Living Branches CEO and President.

Kathleen's efforts won't just be focused on Living Branches' Memory Care areas; the program will benefit all residents and even people in the surrounding communities. For many couples, one spouse is starting to exhibit signs of dementia, and the other is the primary caregiver; or, in other cases, a parent has received a diagnosis, and the child is now stepping in to provide support. The need is huge, and the challenges are many – but the rewards of expanding Living Branches' Memory Care outreach and partnerships will create countless opportunities to make a difference to the many seniors and their loved ones who are living with dementia.

"Personally, I can't think of anyone better who could tackle such a large undertaking for our community than Kathleen," said Ed. "She is certainly no stranger to challenges. As a matter of fact, a few years ago, she decided to make a complete 180-degree turn in her career – transforming from the owner of a successful IT security company to an eager initiate in the world of senior care. In addition, Kathleen's connection to Living Branches and the community runs deep as does her passion for improving the lives of our residents. This strong commitment has enabled her to make significant improvements within our communities over the past few years and has well-positioned her for meeting this new challenge with insight, compassion, and a fresh set of eyes."

We are very excited to spotlight Kathleen's early thoughts for the future of Memory Care at Living Branches, as well as a deeper peek into Kathleen herself, to help paint a clear picture of the possibilities that lie ahead.

## DEFINING DEMENTIA AND ITS CURRENT CHALLENGES

With her strong background in project management, Kathleen recognizes that she will need a solid sense of the lay of the land – both within the Living Branches communities and in the world at large – so that she can better understand the challenges she faces. She knows that dementia might be a hard topic, but it's clearly an important one. About one in three people will develop a form of dementia, and as baby boomers age, this number is likely to increase.

Even defining dementia can be challenging, because it's not a disease in itself but rather, an umbrella term for different diseases with similar symptoms, including memory loss and confusion. Alzheimer's disease is by far the most common, but there more than 200 other diagnoses.

There is still much we don't know about dementia. It can affect anyone regardless of background, education, or income, and the medical world is still uncovering new facts about how lifestyle and genetics can contribute to the onset of dementia. While there are medications that can slow the process,



## A UNIQUE CAREER JOURNEY

*Being Open to Where  
Life Guides You*

Kathleen's father was always her favorite career counselor. He supported her smart choices throughout her successful corporate career with AT&T, including the startup of her own IT security company in 2003. When her father passed away in 2011, Kathleen decided that she wanted to shake up her career in a major way.

"I felt this undeniable pull toward senior care, because my own grandfather lived with my family as I grew up and through my own parents while living at Dock Woods, I had learned the incredible difference that loving caregivers – backed by a compassionate organization – can make," said Kathleen.

"At first, I considered going back to school, but Ed convinced me that getting out there and working was more important," said Kathleen. Kathleen's skills in policy and project management allowed her to very quickly begin supporting Living Branches in a number of initiatives. When those projects came to a close, she worked with Edward Brubaker, Living Branches CEO and President to identify her next challenge.

"He helped me apply to a Pennsylvania Administrator in Training program, and my internship was completed right at Living Branches. Over the course of 12 months, I worked in 11 different departments under the guidance of 80 different individuals – and collected countless hands-on experiences, from cleaning toilets to sorting soiled laundry to doing dishes. There is no better way to learn the ropes of the business than to simply do the work of each team."

Ed shares Kathleen's deep passion for Memory Care, and when her internship ended, they worked together to design her new position as the Director of Dementia Care Strategy.

"I've been incredibly blessed to have amazing supporters – as well as God's guiding hand – to lead me to exactly where I need to be," said Kathleen. "I know that my dad would be very pleased with the choices I've made over the past few years. After all, he spent 37 years at Merck helping to create vaccines for children – he was my inspiration to make my huge career change so more than anyone, he would have understood the need to make a tangible difference. I know I'll feel his eyes and love upon me as I strive to do just that."



# THE MAGIC OF MUSIC

## *Musical Therapy Program to Launch at Living Branches*

When Kathleen found her son's old iPod in a desk drawer, it opened a door for a new way to connect with her mom – and sparked the idea for one of the top priorities in her new role. She loaded the iPod with music her mom has always loved – classical, opera and big band era tunes – and requested that the caregivers allow her mom to listen to this music as much as possible, even eight hours a day.

“After a month, we noticed a big change – more conversation, more personality, more hope and sparkle,” said Kathleen.

Other family members of residents saw what was happening, and they brought in iPods full of favorite music for their loved ones, and welcomed similar successes. The results jive with what many studies have shown – that music can help awaken “sleeping” parts of the brain and inspire improvements in others areas. Creativity is stored in scattered areas throughout the brain, versus facts and figures, which are often stored in one area. Stimulating the brain's creative centers can help awaken areas throughout the brain – even at the end-stages of dementia.

“We're still defining what the musical therapy program will look like – but we're very excited about its promise,” said Kathleen. “So whether toes are tapping to jazz, country, big band, hymns or even rock – our aim is to discover the unique playlist that triggers a smile, opens the mind, and creates new possibilities.”

there is currently no known cure or “magic pill.” To complicate matters further, there is no consensus on the effectiveness of certain preventative measures that individuals can take to minimize risk factors – although Kathleen and many other experts are quick to point out that you can't go wrong with making healthy life choices.

Kathleen is also quick to mention that one of the biggest challenges in dealing with dementia is the stigma that still clings to it – despite its widespread presence in our world.

“This particular challenge really hits home for me, because my parents went for four years without telling anyone about my mom's condition – including my brothers and me. They needed time to accept the harsh reality due to a lifelong fear that my mom had of losing her memory and they were ashamed of what people would think,” said Kathleen. “While I would give anything to get back the opportunity to support them from day one, I take much comfort in knowing that the work we're doing at Living Branches will bring people together on this important topic – which is the best way to begin to erase the stigma. Our desire is to open doors to new resources and programming for dementia patients and their loved ones.”

### **MAKING CONNECTIONS WITHIN OUR COMMUNITY**

Living Branches has three Memory Care areas (Park View at Souderton Mennonite Homes and Harmony House and Country Cottage at Dock Woods) – so clearly, there is rich soil to till within our own walls in terms of cultivating and sharing the great practices that are currently in place.

Kathleen hasn't been shy about connecting with the broad range of caregivers at Living Branches to learn more about the current activities – small and large – that have been implemented to enhance the lives of Memory Care residents.

“Park View is teaching residents French, for example, because studies have shown that learning a second language can help delay the progression of dementia,” said Kathleen. “Plus, participants are having fun and connecting with each other in a new way, which also adds to the success and value of brain-boosting activities like these.”

Kathleen's investigative work has uncovered many ideas for programming that can be transferred across Living Branches – as well as spawned ideas for new initiatives, such as a well-received musical therapy program, a project that is particularly close to Kathleen's heart (more details in the sidebar).

“We're also working together to identify opportunities to extend our dementia awareness activities to residents outside of our Memory Care areas – and to the members of our surrounding communities,” said Kathleen. “There's a common misconception that dementia is a natural part of aging, but this simply isn't true. The earlier you can recognize the symptoms, the quicker you can seek help and find the support you need to maintain your quality of life.”

### **EXPANDING PARTNERSHIPS, EXPANDING POSSIBILITIES**

“If I were going to have critical surgery, you can be certain that I would gather information not only from my own doctor, but also from the best experts in the field,” said Kathleen. “The world of medicine and health is always evolving, and this is particularly true for Memory Care, as researchers are uncovering new information every day – so networking plays a critical role in being informed.”

As individuals, the Living Branches staff and caregivers cannot possibly stay current on all the latest research and trends, as their time is consumed with hands-on care, for which we are truly grateful. Kathleen

is more than happy to take the lead in bridging this gap by connecting with universities, health organizations, and non-profits around the world to capture learnings that can be put to use in a very real and impactful way within the Living Branches communities.

Kathleen has already sparked some interesting conversations with a range of experts – particularly surrounding preventative care. Blood flow is a hot topic, because there's a consensus that lifestyle choices that contribute to enhanced blood flow, including exercise and healthy eating, are good for the brain's long-term health as well.

Other preventative measures, such as brain-teasing activities and memory games, split the experts – as some say that they can help improve mental health, while others don't feel they contribute greatly to reducing the onset of dementia.

“My stance on this is ‘why not?’” said Kathleen. “It doesn't hurt, and it's easy to make those activities fun and social. So, while the jury is still out on this one, we'll continue to find creative new ways to keep our minds as well as our bodies and souls, challenged, exercised, and fed.”

While much of Kathleen's early efforts will be focused on building a network of contacts with experts around the world while simultaneously opening lines of communication right here in our own community, she knows that this dialog must be ongoing, so that Living Branches can remain flexible, inventive, and impactful in enhancing the lives of residents.

“Just imagine the benefits of a global Memory Care network that allows us to quickly learn about the most cutting-edge studies, which may offer ideas for tactics that we can implement in the here and now,” said Kathleen. “We're very open to new ideas – and the best way to find them is by working together – both within our walls and outside them.”

### **A GLOBAL VIEW, A PERSONAL IMPACT**

Even though Kathleen is clearly thinking about the big picture, she never forgets that at the end of the day, the real meaning in what she does is found in the individual impact for all those dealing with dementia – and for their caregivers and loved ones.

“When living with dementia, every bit of support helps. Having a robust set of resources to draw from combined with a proactive community of support is a huge personal victory, because it really does take a village,” said Kathleen.

She can still easily recall the moment when a Living Branches caregiver gave her one of the best pieces of advice she ever received about how to be there for her mother through her illness.

“I was struggling with how to interact with my mom, because she seemed so different in so many ways,” said Kathleen. “My mom's caregiver said, ‘She's still your mom. Don't over think this and try to be her caregiver. She needs you to just be her daughter. None of us can do that for her.’”

Kathleen has never forgotten this advice, and after that, she sought creative new ways to connect with her mom – whether it was sharing a burnt hotdog (just the way her mom ordered it!) and orange soda lunch in the Woods Café, a well-timed joke, a new song on her mom's beloved iPod, or a much-needed hug at the end of the day.

“Being open about our evolving relationship expanded the possibilities in other areas of my life as well – and gave me the courage, the freedom, and the strength to accept this new challenge with an open heart and an open mind,” said Kathleen.

“My dear mom was definitely the kindest, sweetest person I knew, and she modeled courage and strength for me, even when facing some of life's most difficult challenges. Our mother daughter bond was strong and I will miss her greatly. I have been blessed in so many ways and feel a tremendous sense of gratitude for the path that lies ahead and the opportunity to help lead the way toward bringing together people and ideas that will help those dealing with dementia lead fuller and happier lives. Though my mom is no longer here to benefit from these efforts, I know she is smiling on me from above and approves of it all.”

*While preparing this article for publication, Kathleen's mother, Sumako A. Kaneda, passed away peacefully on November 3, 2016. She was 90 years and 16 days old, and a smiling Dock Terrace resident to her final minutes.*





# WHEN TO 'TALK' DIFFERENTLY *to Someone with Dementia*

AS THE DISEASE CHANGES, SO SHOULD YOUR METHOD  
OF COMMUNICATION.

By Eileen Beal for Next Avenue



*If you are caring for someone with Alzheimer's disease or another form of dementia, you will notice that as the condition worsens, so does your loved one's ability to initiate or participate in conversations, understand and process information, and communicate wishes, wants, and needs.*

Behavior changes, such as forgetfulness and confusion, mood swings, frustration, or anger are red flags that they have reached the “moderate” stage of dementia.

They are also red flags telling you that you need to change the way you're communicating and interacting with your loved one.

“The old ways aren't going to work anymore,” explains licensed social worker Crystal Wallace, the assistant director of the Adult Day Program at Benjamin Rose Institute on Aging, “so it's up to the caregiver to change the way they communicate — their behavior, their attitude, their

approaches — to accommodate a loved one's changed communication needs.

“Don't think of this as manipulating them,” she adds. “Think of it as providing a positive and supportive environment where they are comfortable and can and will have good experiences.”

## TALKING WITHOUT WORDS

Probably the most important change caregivers need to make is in their body language.

“Non-verbal communication — an open, accepting smile, a gentle, reassuring touch, not grimacing when they say something inappropriate — is very important at this stage,” says Wallace. “It doesn't just improve communication. Since it may be the only ‘communication’ they understand, it reassures a loved one, affirms who they are and makes them feel loved.”

Listening to music or participating in activities (drawing, knitting, paging through a photo album) are also powerful communication resources. “These kinds of activities,” says Wallace, “can help calm and reassure them because they are attached to memories of good times.”

## ENABLE POSITIVE EXPERIENCES

Non-verbal communication works in almost any setting, says Wallace, but it works best when you are both in a quieter, less-stimulating environment.

“Closing a door, moving chairs to a quieter corner of a room, or turning off the TV will make it easier for both of you to ‘be present’ and for communication and experiences to be positive,” she adds.

To help create those positive experiences, Wallace shares the following tips:

- ➔ ***Always approach from the front, and where possible, make sure to make eye contact.***
- ➔ ***Enter your loved one's world because they don't have the ability to come into yours.***
- ➔ ***Be aware of their non-verbal cues, such as facial expressions, body language, anxiety levels.***
- ➔ ***Don't rush things. Slow your speech, give lots of time for responses, use gestures, and be patient.***
- ➔ ***Limit options to encourage decision-making. For***

*example: “Do you want to go out to eat tonight at Restaurant A or Restaurant B?” rather than “Where do you want to eat tonight?” Or “Do you want to wear your green dress or your blue dress?” rather than “What do you want to wear?”*

- ➔ ***If decisions need to be made, phrase questions to elicit simple “yes” or “no” responses.***
- ➔ ***When you are just chatting, stick to topics from the past, such as family, pets, travel, or a former job.***

And finally, keep in mind that when a loved one has dementia, it's usually not the only medical condition impacting their ability to communicate. “There's a whole host of medical conditions that contribute to communication problems,” says Wallace, “but the three worst are hearing, vision loss, and arthritis.”

Make a point of learning how your loved one's specific medical conditions may impact their ability to communicate.

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It is no secret that Living Branches residents enjoy learning something new. When someone from the community offers to share about a vacation or mission trip, the auditorium is standing room only. When a new fitness class is offered, like chair yoga or Zumba, there are immediate sign ups. And the Expanding Horizons educational series is one of the most highly anticipated and attended programs of the year.

In addition to volunteering and traveling, residents enjoy taking time to do things they didn't have time for before retirement. And for many persons, that is sharing a hobby or skill, or learning something new! We began to explore ways for residents to dive into new learning opportunities without having to go far from home.



Living Branches is excited to announce Living U, a lifelong learning institute that will begin in Fall 2017. Living U will have two terms each year and the courses will cover a wide variety of topics: literature, science and environmental issues, wellness, hobbies, history and culture, and general interests.

We are excited to involve high-quality instructors from the local area, as well as residents who may be interested in sharing knowledge from their career or hobby.

Karen Davis has been hired as the Living U coordinator and will oversee the institute along with a steering committee comprised of individuals within Living Branches and the wider community. Stay tuned for more information as we roll out Living U next year!



**KAREN DAVIS**

Karen Davis is excited to join Living Branches as the Living U coordinator. Karen and her husband moved from Chambersburg, PA to Bethlehem a

little over a year ago. Karen had served as the executive director of Penn Hall at Menno Haven for nine years prior to moving. At Penn Hall she was responsible for creating an environment where residents live and staff work in a caring Christian community focused on excellence. She has enjoyed the time off this past year and the opportunity to learn about her new community but misses serving seniors.

Karen has a Bachelor of Arts degree in Social Work

from Shippensburg University. She has worked in not-for-profit Life Plan Communities for over 20 years and has been a licensed nursing home administrator since 1996.

She has appreciated learning about Living Branches and the mission to empower older adults to lead lives of purpose and joy. The new position and program to develop lifelong learning opportunities matches Karen's desire to positively impact seniors within a faith-based organization.

## My life. My plan. **MY COMMUNITY.** *CCRC is now Life Plan Community*



Living Branches is proud to be part of a nationwide initiative to rename “Continuing Care Retirement Communities” as Life Plan Communities. This initiative is designed to help communicate to the public that communities like Dock Meadows, Souderton Mennonite Homes, and Dock Woods are about so much more than care: We are about life, and living life to its fullest.

The selection of the name “Life Plan Community” is the result of a multi-year effort led by LeadingAge and Mather LifeWays, a not-for-profit organization which owns and operates two retirement communities, in conjunction with a task force consisting of five leading marketing and research firms that specialize in senior living. Hundreds of ideas for a new name were submitted by communities around the country through a national “NameStorming” process, and the top names were then tested for consumer understanding and acceptance through a series of surveys and focus groups. More than 4,100 people nationwide responded to the surveys, including residents from Living Branches, and more than 250 people participated in the 34 focus groups around the country.

We are excited to adopt the new designation of “Life Plan Community” as the senior living

field prepares for the tremendous wave of adults that will start turning 75 in about five years. Research has consistently shown that this next generation of potential residents does not respond positively to the term “Continuing Care Retirement Community.” They are self-directed planners who aren't looking for “care”; rather, they want a life filled with possibilities and options. We believe communities like Living Branches are ideal options for older adults. As a Life Plan Community, we allow “planning” and “living” to merge. Having a plan in place—the security of the safety net provided by the availability of healthcare, coupled with the freedom from not having to manage all the day-to-day tasks that come with homeownership—allows residents to live life to the fullest. This name gives us a chance to have a conversation with prospective residents that is expansive and aspirational—something that's been a challenge with a category name like “Continuing Care Retirement Community.”


If you would like more information on the NameStorm initiative, or on the selection of the name Life Plan Community, please visit [LifePlanCommunity.org](http://LifePlanCommunity.org).

### WHY “LIFE PLAN COMMUNITY?”


- Life shows that our communities are about so much more than care: They are about living life to the fullest.
- Plan captures the unique “safety net” advantages that retirement communities offer through advanced healthcare services.
- A Life Plan Community allows “planning” and “living” to merge. Having a plan in place allows for living life to the fullest.



## GETTING SOCIAL

 **Like us** on Facebook and leave a review

 **Follow us** on Pinterest to see floor plans, photos, and articles of interest

 **Subscribe** to our YouTube channel to see community tour and testimonial videos



# WEBSITE — LAUNCH —

LAST FALL WE ANNOUNCED LIVE & GROW – TOGETHER AS THE LIVING BRANCHES tagline and rolled out the new marketing materials for the organization. We were excited to complete those projects and were pleased to receive positive feedback from persons both inside and outside the organization.

This fall we unveiled the final piece in the marketing campaign: the Living Branches website. In addition to moving to a responsive web design, which allows the site to function properly on phones, tablets, and desktop computers, we have added a

great deal of content. Persons can view galleries or watch video tours of our communities. Prospective residents can download floor plans and price sheets. And persons coming to the website to apply for a job can hear from current employees about what it's like to work at Living Branches.

For us, the greatest update is the overall look and feel of the site. During the design process, we kept the words purpose and joy in mind. We wanted the site to evoke the friendly, joyful atmosphere and also the rooted, community-centered culture of Living Branches, in addition to purposefully communicating our mission to viewers. We hope you find the site to be informative and captivating and we welcome any feedback you have regarding the changes. You'll find it at [www.livingbranches.org](http://www.livingbranches.org).







## TEAMING UP TO FIGHT AGAINST ALZHEIMER'S (1)

On Saturday, September 17 residents, staff persons, and family members from Living Branches and the wider community gathered at Souderton Community Park for the Buxmont Help End Alzheimer's! Walk. As in previous years, persons enjoyed the various raffle gift baskets and music provided by DJ Dane Clarke, a maintenance technician at Dock Woods. Thanks to your support we were able to raise over \$7,000 was raised for the Alzheimer's Association.

## ANNUAL FUNDRAISING BANQUET (2)

The Dinner for the Friends of Dock Woods and Dock Meadows is a highly anticipated and highly attended event held each fall at Dock Woods. This year was especially momentous as we celebrated the 30th Anniversary, which is a testament to the generosity and commitment of the Living Branches community.

## NEW ENGLAND TOUR (3)

In September, residents took a four-day trip to Newport and Providence, Rhode Island. They enjoyed the Mystic Seaport, explored The Breakers, and took a guided tour of historic Federal Hill. One of the most memorable parts of the trip was their visit to Shore Line Trolley Museum, where they rode on a trolley that survived 9/11. As always, bus trips are a great time to sight-see with neighbors and make new friends from other Living Branches communities.



## USHERING IN AUTUMN (4)

Gerri Moore, life enrichment coordinator at Dock Meadows, helped residents with a favorite fall pastime – making homemade applesauce. Residents were involved in every step of the process: washing, cutting, boiling, and churning. After it cooled they were delighted to eat the fruits of their labor!





41ST ANNUAL CHICKEN BBQ

The Souderton Mennonite Homes Auxiliary put on another fantastic event for the community in late August. Persons in attendance enjoyed concerts by Allegiance Trio and The King's Strings, as well as pie a la mode, Rita's Water Ice, and a visit from the Phillie Phanatic. We are pleased to report that over \$29,000 was raised for the Agape Fund, which supports residents in need of financial assistance.



# Annual Report

## Letter from Chair / CEO



**DEAR PARTNERS IN MISSION:**

Thank you for your continued support of Living Branches. As stated in our mission, we strive to empower older adults and families to lead lives of purpose and joy. It is through partnerships with local businesses, persons in the community, family members, volunteers, residents, and staff that we are able to do just that.

We are very pleased to report that the communities of Living Branches are performing well. Our financial results for fiscal year ending June 30, 2016 were excellent and feedback from our residents is very positive. The occupancy for Living Branches communities remains above national averages in both Health Care and Residential Living. Again, we experienced some challenges with occupancy in Personal Care, specifically at Dock Meadows, but are currently planning internal renovation projects and implementing new strategies to address those challenges.

Another area of focus is the changing landscape of health care. In the coming months and years there will be a great shift in the way providers like Living Branches are reimbursed for Medicare and Medicaid, among other changes. We are proud to be part of Covenant Health Alliance of Pennsylvania (CHAPa), a network of 13 Anabaptist Providers Group members. The CHAPa partnership will allow us to navigate procedures for payments, managed care contracting, and purchasing as a larger group. The strength in numbers will result in benefits for each community and the network as a whole.

In addition to preparing for the health care of the future, the leadership team and board of directors just completed a master planning retreat last month in which we discussed the future of Living Branches. Our financial strength allows us face the future with optimism. But in order to remain competitive, renovations to our existing structures will be necessary. Through analyzing research and industry trends, we are appropriately positioning the communities of Souderton Mennonite Homes and Dock Woods to have a balanced number of residences, in a variety of types and sizes, for residents of the future. The planning will include internal renovations and updates as well as the potential for new development.

Living Branches is blessed to have many partners who join us in our ministry. On behalf of our residents, staff, and board of directors, we thank you for your support as we work toward a future – together.

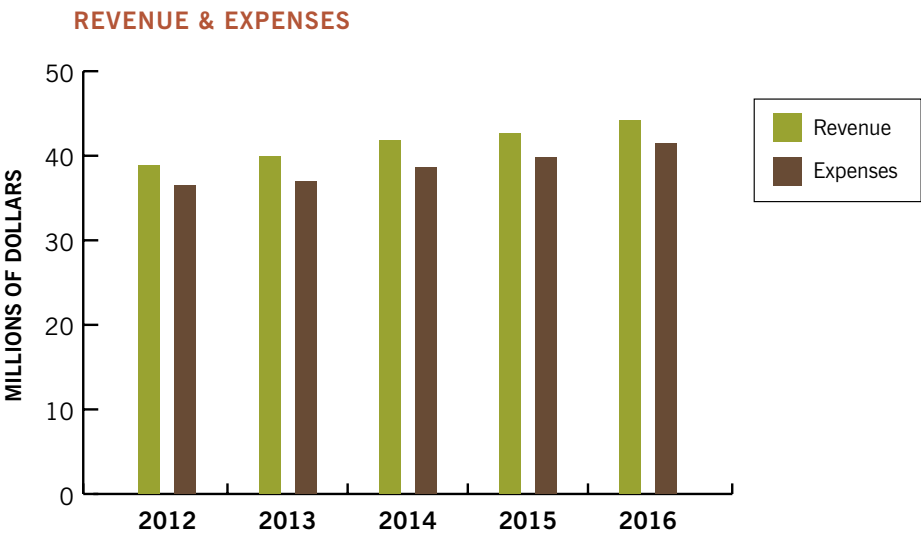
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*Kenneth J. Clemmer*

KENNETH J. CLEMMER  
Board Chair

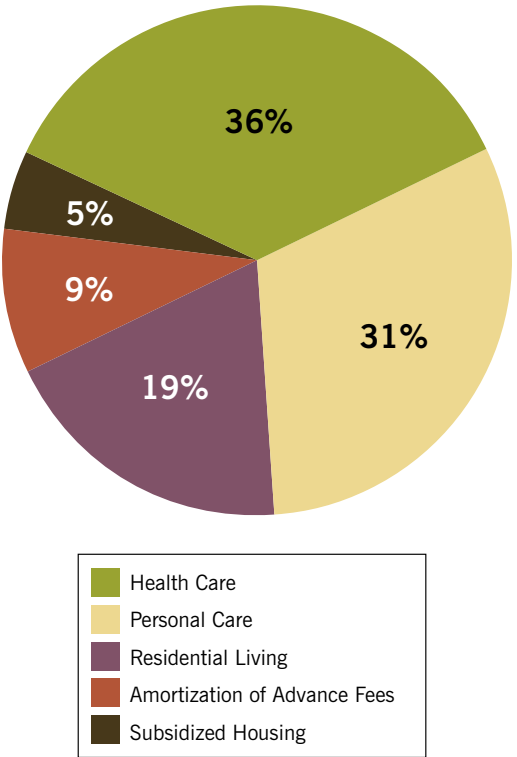




LIVING BRANCHES CONSOLIDATED BALANCE SHEET  
JUNE 30, 2016

ASSETS	
Current Assets	\$10,227,069
Assets Whose Use is Limited	84,231,914
Property & Equipment	63,101,766
Deferred Financing Costs	197,514
Other Assets	828,140
TOTAL	\$158,586,403
LIABILITIES & NET ASSETS	
Current Liabilities	\$4,618,855
Long-Term Debt	5,536,705
Refundable Fees & Deposits	23,032,041
Deferred Revenues from Entrance Fees	22,315,724
Other Liabilities	68,533
Net Assets	\$103,014,545
TOTAL	\$158,568,403

2016 RESIDENT SERVICES  
REVENUE SOURCES



BENEVOLENT &  
UNREIMBURSED CARE

Health Care	\$1,417,109
Personal Care	1,097,496
TOTAL	\$2,514,605
NUMBER OF RECIPIENTS	
Health Care	67
Personal Care	35
TOTAL	102

Benevolent and unreimbursed care is provided to residents when their savings, income, insurance, and public assistance benefits are not sufficient to fully pay for the cost of care provided by the organization.

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275 Dock Drive • Lansdale, PA 19446  
**ADDRESS SERVICE REQUESTED**

**Dock Meadows**  
2343 Bethlehem Pike  
Hatfield, PA 19440  
215-822-0688

**Souderton**  
**Mennonite Homes**  
207 W. Summit Street  
Souderton, PA 18964  
215-723-9881

**Dock Woods**  
275 Dock Drive  
Lansdale, PA 19446  
215-368-4438

Non-Profit  
U.S. Postage  
**PAID**  
Lansdale, Pa  
19446  
Permit No. 152

## Marketing Discovery Tours

Discovery Tours are designed for first-time visitors to Souderton Mennonite Homes and Dock Woods. Each event begins with light refreshments and a brief presentation to explain the communities and help you become better acquainted with Living Branches. Then you'll take a tour of the community center and residents' homes, visiting a villa, a cottage, and an apartment.

**There is no fee for this event, but registration is required.**

**TO REGISTER, VISIT [WWW.LIVINGBRANCHES.ORG/EVENTS](http://WWW.LIVINGBRANCHES.ORG/EVENTS).**

### **SOUDERTON MENNONITE HOMES – 10:00 A.M.**

Tuesday, December 13

### **DOCK WOODS – 10:00 A.M.**

Friday, December 16

### **DOCK WOODS – 2:00 P.M.**

Tuesday, January 17

### **SOUDERTON MENNONITE HOMES – 2:00 P.M.**

Tuesday, January 24

