

# HERALD *of* HOPE

CHRISTIAN CARE CENTERS

*Annual Report*

2 0 0 7

*Steadfast*



Senior Adults  
Housing  
Healthcare  
Hospice  
Independence  
Safety  
Dignity  
Continuum of Care  
Technology  
Spiritual  
Comfort  
Christian Atmosphere  
Prayer



Almost all of these words flow directly from our Mission Statement. At Christian Care Centers, we believe it is our responsibility to pray, and then imagine having it all for our residents.

Every Board Meeting and most group meetings on campus begin with prayer, as we seek God's direction and guidance. Then we imagine having it all for our seniors. We imagine, then aspire, and seek to achieve. While counting Christian Care's achievements, we adhere to the principles of sustainable growth – one of which is stabilization.

After three solid achievement-filled years under our President's achievement-oriented leadership, a year of stabilization is necessary. Yet, already our leadership is developing major programs for every campus. They aspire to provide every resident with the finest home and care possible in America today.

Christian prayers and dreams founded Christian Care. Please continue to pray for all of us in leadership and dream with us about providing our residents with a superior experience in which they have all the best of adult living in their Golden Years.

A handwritten signature in black ink, appearing to read "Billy Ray Cox".

Dr. Billy Ray Cox  
Chairman, Board of Trustees

## Steadfast in His Work

**“Therefore, my beloved brethren, be steadfast, immovable, always abounding in the work of the Lord, knowing that your toil is not in vain in the Lord.”**

**I Cor. 15:58**



We have been on a three-year intentional journey that has included a year dedicated to HOSPITALITY, reminding ourselves that we are in a people-serving ministry and the basic element of service to others is Hospitality. Our second year of this journey was dedicated to COMMITMENT, reminding each member of our staff that Hospitality and servant leadership is perpetuated through Commitment to mission and ministry. In 2007, we are setting our sights toward STABILIZATION. When servants are joined in Hospitable efforts and are Committed to a single ministry, the evidence of a Stabilized organization is most certain to follow.

With steadfast vision and prayerful deliberate action, we have been fortunate, through the years, to create an environment that encourages our staff family to provide quality care and services to the seniors whom we are privileged to serve. 2006 was no exception. Christian Care Centers expanded its reach to serve over 1700 individuals with our vast array of services on our three campuses, and elsewhere through our Home Health and Hospice programs that create our “Campus Without Walls.”

Please read this edition of the *Herald of Hope*, and search for those things that speak to your heart. We are blessed to serve, and are encouraged in the knowledge that our toil is not in vain. We appreciate your support and cherish the opportunity to serve you. Thanks for a great year!

God’s blessings,

A handwritten signature in cursive script that reads "Phil Elmore".

Phil Elmore  
President/CEO

## Financially Speaking

2006 was an outstanding year. Services for residents were excellent and much was done to support those services through improving delivery of direct care and physical plant accommodations. Financial results were blessed.

Our mission starts with the most important aspect of what we do – caring for residents. Occupancy and/or residents service in the areas of Health Care Centers (Skilled and Dementia), Retirement Living, Assisted Living, and Home Health were stable or increased over the previous year. Our resident occupancies averaged over 92 percent while our Home Health service added a Hospice program.

For the year ending December 2006, Excess of revenues over expenses was \$1,839,000. Overall, gross operating revenues increased 6.6 percent from previous year (including Foundation) while total operating expenses increased 5.1 percent. The emphasis on improving the care of our resident service includes living accommodations. Approximately \$1,900,000 was invested in equipment for service delivery and physical plant during 2006. Significant refurbishing improvements were undertaken at each of our campus locations. The refurbishing program for Hartin and McMillan Apartments, including the Swindoll Clubhouse and the McMillan library, on the Mesquite campus and Lakewood Village Apartments on the Fort Worth campus are just a few examples. On the Gunter campus, Hilltop Haven completed the remodel of the new Hillside Nursing and Rehabilitation Center in early 2006 and the Collier House activity area in late 2006. Many more such projects are planned for 2007 and 2008 – at each campus.

Additionally during early 2006, acreage adjacent to the existing Mesquite campus was purchased. This site will accommodate the Bridgeview Estate senior living neighborhood home community. The new Bridgeview project is currently being marketed and first phase of construction is planned to begin during 2007.

Contributed Services, or Charitable Care, to help resident financial care needs, continues to be a significant mission of Christian Care Centers, Inc. Those Contributed Services amounted to \$3,893,000 for 2006.

Bob Zarbaugh, Senior Vice President  
Chief Financial Officer

**Christian Care Centers, Inc.**  
**Condensed Combined Statement of Activities and Net Assets**  
**For the Year Ended December 31, 2006**  
(Dollars in Thousands)

**Operating Revenues**

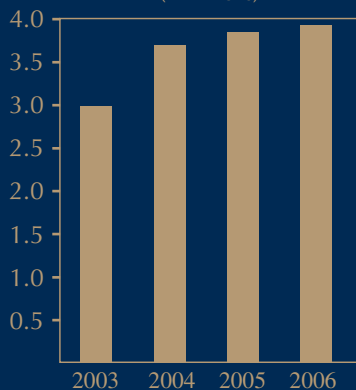
Nursing (including Home Health)	\$22,444
Independent & Assisted Living	11,971
Contributions (including Pledges)	1,388
Investment and Other Income	1,444
Total operating revenues	<u>\$37,247</u>

**Operating Expenses**

Direct	\$17,972
Property & Plant	3,775
Administrative & General	8,806
Interest & Other	2,035
Depreciation & Amortization	2,801
Total operating expenses	<u>\$35,408</u>

Excess of revenue over expenses	\$1,839
Net Assets, Beginning of Period	\$12,295
Net Assets, End of Period	\$14,134

**Contributed Services**  
(in millions)



# Technologically Grounded

Christian Care Centers continues to be a pacesetter in the integration of new technology that positively impacts our seniors' clinical outcomes and quality of life. Using technology as "our friend," and the talents and dedication of Kim Cook, AVP of Clinical Services, Joe Sorrells, AVP of Information and Technology, Mark Spencer, VP of Information Technology and Financial Services, and Denise Munion, Dietician Consultant, several new innovative programs have been implemented.

*The Care Tracker Point of Care Documentation System* in our facilities allows staff to document what is occurring with our residents as care is provided. Resident Care Plans are based on this documentation, helping us to identify areas of concern more rapidly and to intervene more expertly. "The use of this system has resulted in improved resident outcomes and in their quality of life," according to Ms. Cook.

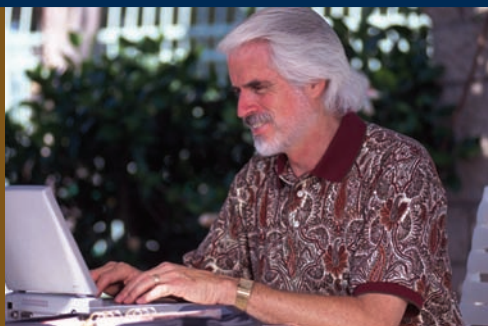
Consistent training of staff is always a challenge in an organization the size of Christian Care Centers. The recent implementation of our *Silver Chair* educational software, which is web-based, solves the challenge of consistent, flexible training scheduling. The library of educational materials is specific to each level in our continuum of care, and the courses are offered in both English and Spanish.

Pleasing hundreds of residents with food preferences is the single most difficult challenge our communities face. To meet this challenge, *Three Squares*, a dietary software/system that enables detailed customization of menus, based on residents' food preferences and eating habits, is being implemented in all three of our communities. Nothing makes our residents happier than "good food."

A new *Maintenance Scheduling* software, designed to aid the Director of Property & Plant Operations in the overwhelming task of tracking and managing resident work requests and preventative maintenance, is being implemented on our campuses.

Christian Care Centers has been selected as the Alpha site for *E-prescribing* and *Automatic Medication Dispensing*, and will be the first long-term health care facility in the nation to implement and use the program. Start-up is expected for mid-May. The impact on our residents will be enormous. Many of our seniors experience side-effects from poly-pharmacy. Electronic prescribing will improve efficiency and cost of unnecessary medications, while helping to eliminate potentially harmful drug interactions.

Linda Morrison  
Senior Vice President, Operations



## Steadfast Services and Servants

Christian Care Centers' Communication Mission is to "tell the story" of the quality, mission-driven services we provide to seniors. This "story" must be read, seen, and heard above the "competitive noise" of other providers.

The 60-year history of *Herald of Hope* belies the steadfast stream of information, education, recognition, and requests to join us in our mission to serve the elderly. In this 3rd Annual Report, *Steadfast in His Work*, we highlight award-winning employees, communications, and innovative programs. We also focus on planned and operational services.

Through the Employee Service Program, Christian Care Centers annually recognizes the long-term service of our 650 employees, who have worked 1, 3, 5, 10, 15, 20, and 30 years. In April, we celebrated 5 employees who have worked with CCC more than 30 years, 16 employees who have worked with CCC more than 20 years, 41 employees who have worked with CCC more than 15 years, and 49 employees who have worked with CCC more than 10 years. A total of 141 employees were honored for their years of service. Thank you for your steadfast service.

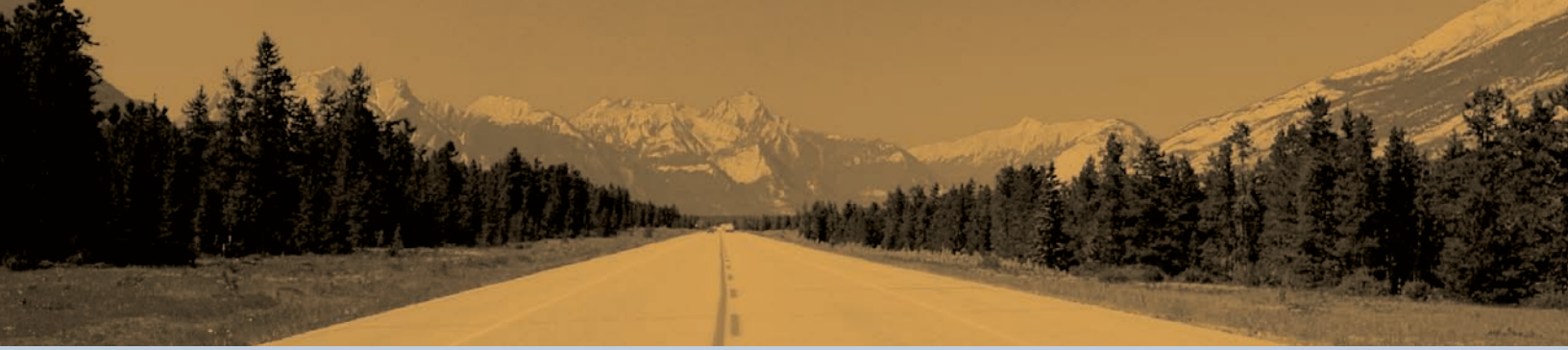
## Expansion of Services

Christian Care Centers continually seeks to meet the increasing and ever-changing needs of seniors. Christian Care Hospice began serving patients in October of 2006, after a year of planning and preparation for licensure. Hospice gives end-of-life support and care for terminally ill patients and their families in hospitals, nursing homes, or private homes. For information about Christian Care Hospice, call Sandra Sams at 972-613-7945.

Plans for a Wellness Center on the CCC-Mesquite campus and the construction of Bridgeview Estates, a new senior living community of homes across Northwest Drive from CCC, began in 2006. The Wellness Center will be for all residents on the campus and will have 5 areas: an indoor, heated pool; an exercise, aerobics area; a workout gym; spa area; and a reception/juice bar. The Wellness Center will be staffed with a Wellness Professional. Bridgeview Estates is currently in the marketing phase of the 2- and 3-bedroom homes. The City of Mesquite has approved plans and zoning and construction is to start soon. For information about Bridgeview Estates, call 972-698-2606.

Lynn Chennault, Senior Vice President  
Communications, Marketing, and Home Health





## Awards

Christian Care Centers has been privileged to receive many awards from The Texas Association of Homes and Services (TAHSA) over last fifteen years for outstanding achievement and service. Christian Care Centers' people and programs received the following awards:

### LINDA MORRISON WINS HIGHEST AWARD IN THE STATE

Linda Morrison, Senior Vice President of Operations for Christian Care Centers, received TAHSA's Award of Honor at its annual meeting in Austin, Texas in May in recognition of outstanding leadership and personal integrity, showing love and compassion, not only for the elderly, but the employees who care for them. For 40 years, Ms. Morrison has worked tirelessly for long-term care; 35 years with Christian Care Center. For 28 years, she has advocated for the nonprofit philosophy and increased funding with the Texas State Legislature, and has served on state and national nonprofit association's boards and committees.

"When I was eleven, if I did all my chores and school work, my reward was to go volunteer at Hilltop Haven in Gunter, Texas, where my aunt worked as a nurse. I fell in love with this work, then, and never lost my love or passion. I later became Administrator of Hilltop Haven, which was the springboard for my further work in senior care. Being committed to anything requires doing whatever it takes to make it successful, and this is what I have striven to do in the field of senior care."

During her tenure, Ms. Morrison has demonstrated progressive administrative responsibility in all areas including long-term care, retirement housing, assisted living, and specialized Alzheimer's care, for which she is best recognized. In 1989, she developed, at Hilltop Haven in Gunter, Texas, the first certified Alzheimer's unit in this part of the state. Since then, she has developed five additional Alzheimer's nursing and assisted living communities.



**Linda Morrison,**  
*Senior Vice President,  
Operations*



**Teresa Scott,**  
*Director Retirement Living*

#### TERESA SCOTT - HOUSING PROFESSIONAL OF THE YEAR

Mrs. Teresa Scott, Director of Retirement Living at Christian Care Center (Greenway Village, Hartin, and McMillan retirement apartments), was selected the Housing Professional of the Year Award for her efforts toward better customer service and innovative programming for the more than 230 retirement living residents at Christian Care Center. Those include the development of a Life-long Learning Program working with Mesquite's Eastfield College Lecture Series, an intergenerational program (Adopt a Village) that partners school children with senior adults, and an outreach ministry where senior residents sew lap blankets for a veterans' hospital. Her love and concern for the residents are evidenced by the little extras she extends to them. Mrs. Scott has been with Christian Care Centers for 4 years.

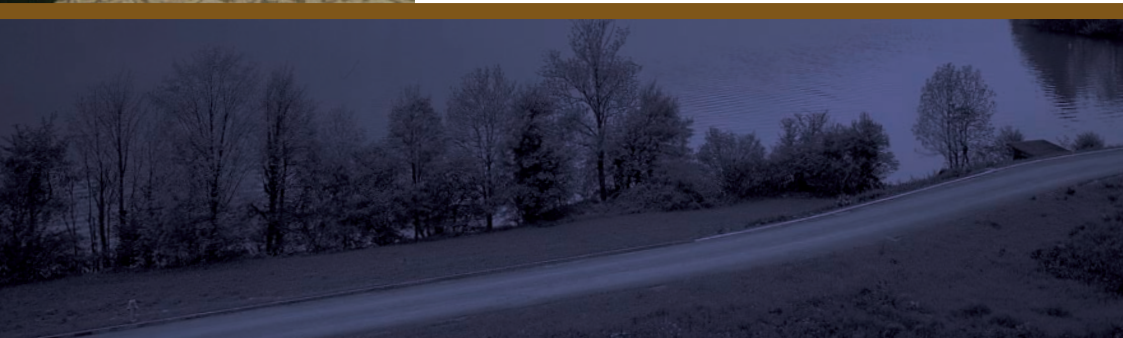
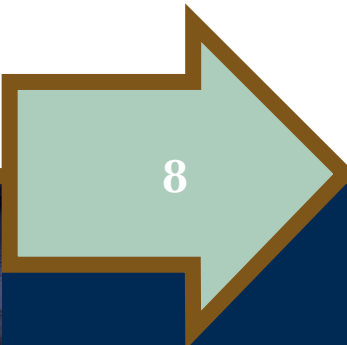
#### WWW.CHRISTIANCARECENTERS.ORG - WEBSITE OF THE YEAR

Christian Care Centers' Website received the Website of the Year Award. Planning began in 2004 as leadership and management envisioned a website that would be eye-catching, that would be easy to navigate, and that would expertly present the extensiveness of the organization and its reputation for excellent care and service. Lynn Chennault, Senior Vice President of Marketing/Communications and Home Health, Mark Spencer, Vice President of IT and Financial Services, and Julia Jordan, Marketing/Communications Coordinator worked with each Division Manager in creating a description of each service area in Christian Care Centers' continuum of care, and which coincided with all marketing materials. Glint Advertising and Design, was selected as the technical design partner to bring all elements together. The result is a 24-hour accessible, consumer-friendly, easily navigable vehicle that expertly provides education and information to interested parties.

Christian Care Centers' Corporate Marketing and Communication received the TAHSA "Newsletter of the Year" award in 2006 for *Herald of Hope*.

#### INNOVATION OF THE YEAR - "THE SENIORBODY BALANCE™ PROGRAM

The Innovation of the Year Award recognizes the development and implementation of a program that exemplifies the cutting edge in care and services to senior community residents. The SeniorBody Balance™ Program was originally developed by Christian Care Center's Assistant Vice President of Medicare Services, Martha Fiddes, for the Lakewood Village campus in Fort Worth. The Program is designed to improve balance and reduce fall risk in the older adult, thereby reducing fractures and hospitalization by combining principles and movements of Yoga, Pilates, and Qigong Tai Chi in a 30-minute class that suits all levels of endurance and activity. It is taught throughout Christian Care Centers' continuum. The improvement in balance and decrease in falls have been significant.



## Unselfish Commitment

Sixteen years ago, a couple came to me wanting to make a gift to Christian Care Centers as a way of saying “Thank You” to our staff. Earlier in their marriage, the gentleman’s mother had been a resident in the Mesquite campus Nursing Center. His wife had been raised in Gunter, Texas, and had volunteered at our Hilltop Haven campus. Later, this lovely couple also volunteered at the Mesquite campus. I was impressed with the humble stature of this kind gentleman and his wife’s dynamic personality. We had a very pleasant conversation about their possible interests. It was obvious that this Godly man was experiencing serious health issues, and regrettably he passed away before they were able to finalize their decision.

However, soon after his passing, his wife informed me that she had decided to make a gift in memory of her husband. Many ideas were identified and discussed. Finally, she asked, “Dr. Losher, what do you see as the greatest need?” I told her about the number of our staff members who are faced with significant financial hardship because of short-term loans to pay for things such as food, utilities, gas, and a host of other essential things many of us take for granted. As a result of those conversations, an Employee Loan Program was established - funded entirely through the generosity of Geneva Stull in memory of her late husband, Joe Stull.

The Stull Loan Program established basic and simple criteria for employees to request interest-free loans up to \$250, and repayable through payroll deduction. During the past fifteen years, 1,441 loans, totaling \$310,529, have been granted and repaid in full. All of this occurred because our staff provided love and care for a family member, and a loving wife chose to make a \$10,000 gift in tribute to her loving husband. While Joe Stull has graduated to his reward, his influence continues.

Geneva Stull is now married to Bob Zarbaugh, Christian Care Centers Senior Vice President and Chief Financial Officer. It was my honor to perform their wedding ceremony. After their marriage, Geneva was presented another opportunity - to begin a “Woman’s Auxiliary Council” for the Mesquite campus. Originating in 1997 with 6 members, the WAC, under Geneva’s dedicated leadership and expertise, has grown to 55 members and has raised over \$80,000 toward the activities of CCC. Recently, Mrs. Zarbaugh began the same program at the Hilltop Haven campus where her mother is a resident.

John J. Losher, Ed.D., President  
Christian Care Centers Foundation

## Mission

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Christian Care Centers, Inc., a ministry of churches of Christ, is committed to providing housing and health care services for senior adults and others with special needs in a loving and compassionate environment which encourages relationships, independence, and dignity through spiritual, physical, social and recreational programs.



## In Memory of:

CARL & CHRISTINE BRADSHAW

Mr. & Mrs. William E.  
Patterson, Dallas

JOE CARUANA

Mr. Ray Hardin, Dallas  
Dr. & Mrs. John J. Loshier, Garland

JOE CHRISMAN

Mr. & Mrs. Donald Dennis,  
Magnolia

ALTA OLENE CRAWFORD

CLABORN

Ms. Misti B. Gallaway, Olton

LEONA DREW

Dr. Phyllis Parker, Garland

O. K. DRYMOND

Mr. & Mrs. Donald Dennis,  
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MARION FRITZE

Ms. Cheryl Bredeson, Lubbock

R. W. HARTIN, JR.

Mr. & Mrs. John Garretson, Dallas  
Dr. & Mrs. John J. Loshier, Garland

GENE HENSLEE

Mrs. Nona Epps, Mesquite

RONNIE KEAN

Ms. Terri Crowston, Plano  
Ms. Suzy Davis, Plano  
Mr. & Mrs. Urban Rogers, Plano

BUZZ & VELMA KINDER

Ms. Georgia A. Clark, Garland

MILDRED LANDERS

Mr. & Mrs. Gary Weaver, Crandall

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GENEVA RANSOM

Ms. Mary Handley, Van Alstyne

ETHEL SMITH

Mr. Phil Smith, Allen

RALPH WEST

Mr. & Mrs. Donald Dennis,  
Magnolia

JACK LINDSAY WHITEHEAD

Ms. Lissa Shepard, McKinney

MONK WILSON

Mr. & Mrs. Donald Dennis,  
Magnolia

If you would like to make a donation to Christian Care Centers In Memory or In Honor of someone, please call John Loshier at 972-698-2618 or email [JLoshier@cccinc.net](mailto:JLoshier@cccinc.net).

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Christian  
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