



St. Paul's Senior Services
Leaders in Senior Care

ANNUAL REPORT

September 2019 - August 2020

2020





St. Paul's Senior Services
Leaders in Senior Care



St. Paul's Awards

St. Paul's Manor	 <p>GOLD winner for Best Retirement Living</p>	St. Paul's Manor	 <p>GOLD winner for Best Retirement Living</p>	St. Paul's PACE	 <p>Secure Transportation 2019 Safety Award</p>
St. Paul's PACE	 <p>BEST Home Care Provider (Non-medical)</p>	St. Paul's PACE	 <p>Live Well Public Health Champion</p>	St. Paul's Manor	 <p>SILVER winner for Best Retirement Living</p>
St. Paul's Plaza	 <p>Favorite Retirement/ Independent Living Community</p>	St. Paul's PACE	 <p>Favorite Home Care Provider (Medical)</p>	St. Paul's Villa	 <p>Favorite Assisted Living Community</p>
St. Paul's Villa	 <p>Best Memory Care Facility in San Diego</p>	St. Paul's Villa	 <p>Favorite Assisted Living Community</p>	St. Paul's Plaza	 <p>Best Retirement Community</p>

Thank You For Your Support!

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Dear reader, please note this annual report is reflective of St. Paul's Senior Services fiscal year of August 31, 2019 to September 1, 2020. COVID-19 impacted San Diego in March 2020. Many pictures were taken during this challenging COVID-19 period, however, some were taken before COVID-19 occurred.





A MESSAGE FROM CHERYL WILSON CHIEF EXECUTIVE OFFICER

Although 2020 has been a year of challenges due to COVID-19, we are proud to say that St. Paul's has fared very well thanks to our dedicated staff and infection control protocols.

On behalf of St. Paul's, we offer many thanks to the Board of Directors who allowed us to proceed with best practices and never second guessed us. We also offer thanks to our staff who showed up every day to work in hot and restricting PPE; the COVID-19 Super Team, comprised of clinicians and leadership staff; and to our participants and residents who stayed home, wore their masks, and washed their hands!

During this time of uncertainty, our administrative team worked hard to ensure we had no layoffs. While some of our programs were temporarily suspended, we were able to reassign these staff members to support COVID-19 operations in other facilities, where they performed admirably.

We also continued to conduct business in innovative ways to serve more seniors and to plan for the future. This included the opening of our new PACE Clinic in Encinitas on the grounds of Seacrest Village, a partner we have been closely aligned with for many years.

Additionally, our partner Wakeland Housing broke ground on two new supportive housing projects for homeless seniors, which will allow PACE to serve more than 150 new seniors in 2021. We were also awarded—along with our lead partner Retirement Housing Foundation—a new project for supportive housing to be built on Scripps Poway Parkway. Lastly, we completely renovated the Villa with all our residents in place and began planning for Vision 60 and the renovation of St. Paul's Manor.

It has been a busy year in which our staff has excelled in all areas when we needed to move, change, or invent. Leadership has researched, investigated, implemented, proposed and written policies and procedures while educating staff at all levels on the frequent changes as the pandemic evolved. We have managed well, and everyone is still smiling and caring about their job and those we serve. We have an amazing team at St. Paul's who have done an excellent job of keeping our residents free of COVID-19 while having some fun along the way.

Please read on to see more stories about our team, donors, volunteers and those we serve.

Blessings to you all,

Cheryl





Facilities Team



Plaza resident enjoys a safe outdoor visit



Balcony visit



Daughter waves at mom



Resident has drinks delivered



Successful Zoom call



Residents social distancing

2020 Brings Unexpected Challenges Due to COVID-19

The onset of COVID-19 has made 2020 a unique year, both locally and globally. As an organization, St. Paul's is responsible for more than 1,400 seniors, their families and 670 employees, so we have taken safety to a level often higher than what has been dictated by the CDC, county and state regulators. In many respects, we consider 2020 to be a year of great success due to the swift response of the St. Paul's team to keep everyone safe. Here is a list of COVID-19 related steps implemented by St. Paul's Senior Services:

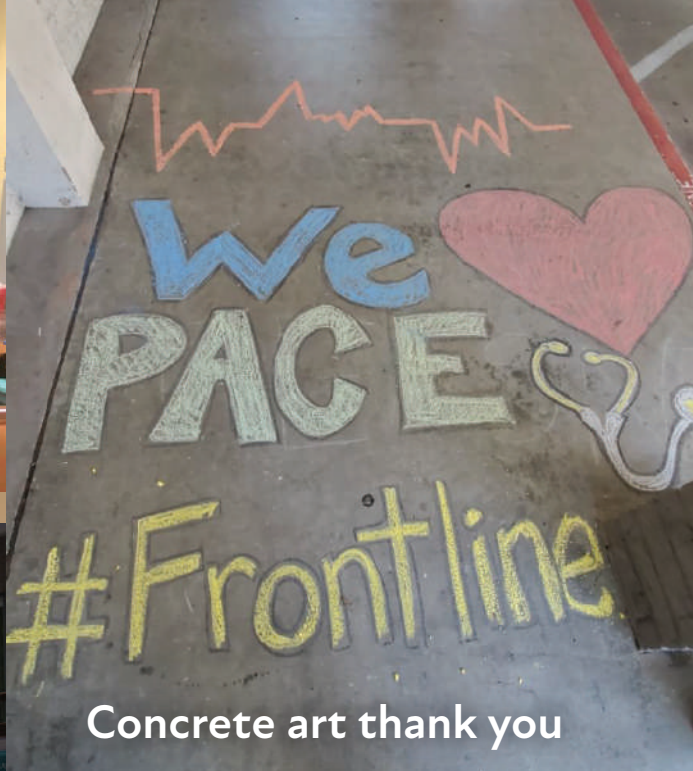
- We initiated our staff screenings and closed our residential buildings to the public well in advance of the County required 'stay at home' orders to keep our residents safe.
- We monitor the CDC guidelines, local and state public health agency updates and adjust our infection control protocols accordingly.
- Our leadership meets daily to discuss updates and make changes as necessary.
- We provide regular updates through letters, emails and videos so our seniors, families and staff are completely aware of all COVID-19 occurrences and practices.
- We ask our residents to wear a mask outside of their apartments and when out in the community.
- We ask staff and residents to remain six-feet apart from anyone they encounter in the greater community.
- We limit our building access to seniors and necessary staff. Vendors, family members and other guests were asked not to visit or enter our facilities.
- We set up 'safe stations' for families to visit with our residents on our building patios, which are monitored with strict safety measures.
- We rigorously screen all employees and residents when they come into the buildings using a new electronic screening system. Our screening protocol includes six safety questions and exceeds state requirements.
- We provide education on symptom control, family safety, reporting, hand-washing and PPE/mask-wearing.
- Chaplains provide individual and group counseling for staff and residents through phone calls and zoom meetings.
- Our PACE Roving Medical Clinic brings clinical care to our home-bound seniors. We've also added services to limit patient exposure, including weekend dental clinics, telehealth medical appointments, food and supply deliveries, and expanded home care services.
- We have utilized fully-staffed transitional units at several of our buildings, so seniors have a safe and familiar home to recuperate in after hospitalization, reducing any fear of virus spread.
- We have experienced 'contact-tracing' staff on site to ensure all those who may have been exposed are tested and receive needed care.
- We have hired a third-party sanitation company to complete thorough, deep cleanings to augment our daily disinfecting and sanitation processes.
- We monitor residents and employees for signs and symptoms of COVID-19 and take temperatures regularly throughout the day.



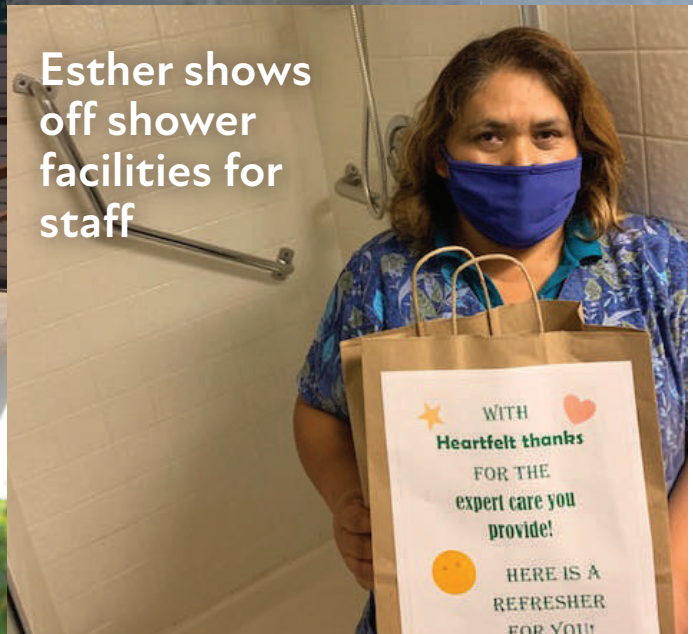
COX Communications sends thank you cards to staff



Residents thank our nurses



Concrete art thank you



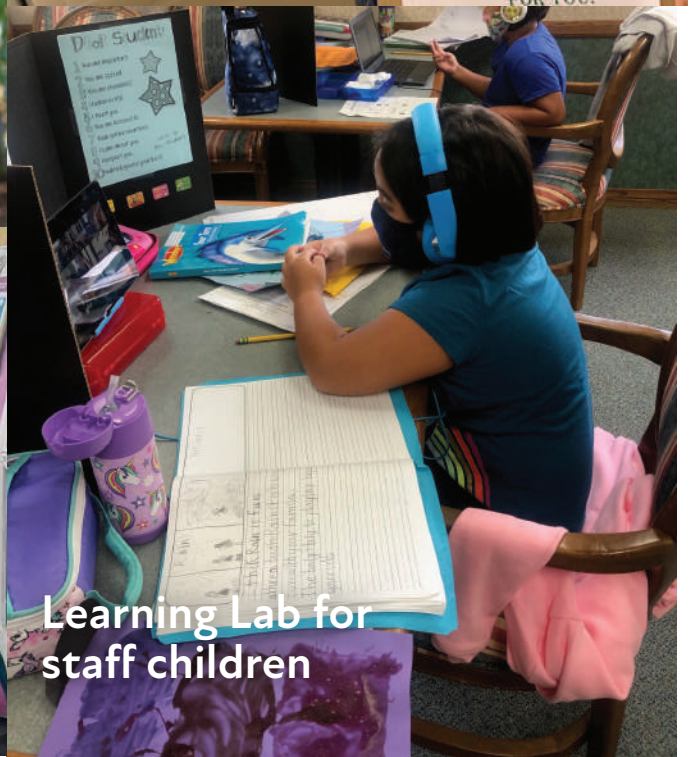
Esther shows off shower facilities for staff



St. Paul's Chaplains



PACE Akaloa ice cream social



Learning Lab for staff children

What St. Paul's is Doing for our *Employees*

1

We opened a child watch program and a learning lab so our employees with children could continue to come to work.

2

We provide daily staff meals, so employees do not have to leave the buildings to purchase food.

3

We offer guest rooms or hotel accommodations for staff who work in a transitional unit.

4

We have created shower areas for employees who wish to shower before returning home.

5

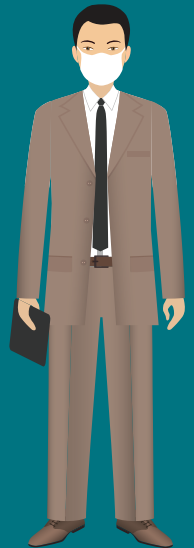
We send daily wellness emails to lift spirits.

6

We offer our chaplaincy program to staff.

7

All employees have been provided with the appropriate safety equipment so they remain safe, both at work and at home.



As 2021 approaches, we will continue to maintain high safety standards. As San Diego's "Leaders in Senior Care," we hold ourselves to a very high code of conduct; when it comes to the health of our seniors and employees, there is no other way.

BOARDS OF DIRECTORS

St. Paul's Episcopal Home, Inc.

The Very Rev. Penny Bridges, President
Joe Craver, Chair
Patrick Edd, Vice Chair
Randy Truax, Treasurer
Cheryl Wilson, Secretary
Gloria James, Assistant Secretary
Louise Phipps, Past Chair
Mark Allan
Janet Cooper
Laury Graves
Larry Hoeksema
Jonathan Hunter
Bill Littlejohn
Ben Meza
Rev. Canon Wayne Sanders
Jake Sutton
Dick Thorn
Gerald Motto, Cathedral Representative
Justin Lewis, Cathedral Representative

St. Paul's Senior Services Foundation Board

Charles King, Chair
Philip A. Greiner, Vice Chair
John McColl, Treasurer
Cheryl A. Wilson, Secretary
Peter Gallagher, Assistant Secretary
Melissa Blackburn-Joniaux, Past Chair
Marcia Gill
Pat Kreder
Maryl Weightman
Neville Willsmore

St. Paul's PACE

Jane Flaherty, Chair
Bill McColl, Vice Chair
Mike Matalon, Treasurer
Cheryl Wilson, Secretary
Jason Satterly, Assistant Secretary
Laury Graves, Past Chair
Yolanda Emery
Susie Hayes
Dan Larsen
Jerry Rindone
Russ Vuich

Medical Directors

John Gaidry, M.D.
Victor Lee, M.D.
Sandra McColl, M.D.

2020 Fiscal Year

Jane Flaherty, Board Chair of St. Paul's PACE



2020 has been an amazing year for St. Paul's PACE, filled with challenges and many, many successes. Despite the daily COVID-19 hurdles, the dedicated, hard-working PACE staff have risen to new heights to conquer the non-stop changing restrictions and program limitations imposed by the virus.

During the past year, employees at every level throughout the organization have used their creativity, ingenuity and teamwork to maintain services and prove that St. Paul's PACE can thrive during the most challenging circumstances. During the past year, St. Paul's PACE has:

- Grown the number of participants to 1,013.
- Shifted from center-based care to home-based care.
- Implemented the use of mobile clinics for PACE medical professionals to care for participants in their homes.
- Opened a new center in North County San Diego.
- Not only provided health care, but also provided activity packets and outdoor recreational activities to treat the whole person and keep participants engaged.

The St. Paul's PACE program faced new restrictions daily, but the dedicated staff rose to the occasion to deliver exceptional care for seniors enrolled in PACE. The Board of Directors continues to be impressed at the level of commitment, dedication and endless love employees have for the program and the participants. Thank you to everyone for all you do to ensure the success of St. Paul's PACE. We are so grateful!



Joe Craver, Chair of the St. Paul's Episcopal Homes, Inc. Board of Directors



St. Paul's has experienced a particularly challenging year with the onset of the COVID-19 pandemic. Thanks to the exemplary leadership of our talented CEO Cheryl Wilson, her loyal staff and employees were able to provide comfort and ensure all of our precious residents remained safe. COVID-19 has presented a challenge to all our citizens nationwide, especially in our senior health care industry. St. Paul's leadership has demonstrated they have secured a successful process to protect our senior population during this pandemic and for many years to come.

Even during this challenging time, St. Paul's has continued to plan for the future by acquiring real estate that will enhance our mission, goals and objectives well into the future.

St. Paul's continues to work alongside local, state and national governments, while providing industry education to legislative branches and to the Governor's office. We are very proud that St. Paul's is considered one of the most reliable services in the Governor's Master Plan for Aging.

As I leave the position of Chairman of the Board of Home, Inc., I am extremely grateful for the privilege to be a small part of this incredible team.

OUR VISION

We envision a world where seniors have options as to where and how they live.

OUR MISSION

St. Paul's is spiritually guided to help seniors lead enriched lives through excellent and innovative services.



GUIDING PRINCIPALS

We meet the needs and desires of those we serve by expanding and improving our standards of excellence in our:

- Variety of housing and service options
- Personal and medical care
- Pastoral care
- Culture of inclusion
- Indoor and outdoor recreational and physical activities
- Intergenerational day care program
- Support of programs for families and the expanded community
- Education, training, and research
- Alliances with community entities to achieve common goals
- Advocacy in seniors issues locally, regionally, and nationally

We continually strive for excellent, cost-effective services that will encourage and enrich independent living. These programs are enhanced and supported by St. Paul's Foundation through endowment funds, the generosity of the community, and strategic alliances.



St. Paul's Senior Services
Nursing and Rehabilitation
John A. McColl Family Health Center



St. Paul's Manor



St. Paul's North County



St. Paul's PACE Nemeth



St. Paul's Plaza



St. Paul's Villa



St. Paul's Senior Services
Leaders in Senior Care

COMMUNITIES *and* PROGRAMS

Corporate Office

Administration and
St. Paul's Foundation
328 Maple Street
San Diego, CA 92103
(619) 239-6900

St. Paul's Villa

Assisted Living and
Memory Care
2340 Fourth Avenue
San Diego, CA 92101
(619) 232-2996
Lic.# 370804823

St. Paul's Senior Services Nursing and Rehabilitation

John A. McColl Family
Health Center
Skilled Nursing and
Rehabilitation
235 Nutmeg Street
San Diego, CA 92103
(619) 239-8687
Lic.# 080000181

St. Paul's Manor

Active Retirement Living
2635 Second Avenue
San Diego, CA 92103
(619) 239-2097
Lic.# 370800558

St. Paul's Plaza

Active Retirement Living,
Assisted Living, and
Memory Care
1420 East Palomar Street
Chula Vista, CA 91913
(619) 591-0600

Lic.# 374603643

Intergenerational Program

Senior Day and Child Care
328 Maple Street
San Diego, CA 92103
(619) 239-6900

Lic.#'s 374600538

376600283, 376600285

St. Paul's PACE

Program of All-Inclusive
Care for the Elderly

StPaulsPACE.org 1(833) PACE NOW

- Reasner Center
111 Elm Street, San Diego, CA 92101
- Akaloa Center
630 L Street, Chula Vista, CA 91911
- Nemeth Center
1306 Broadway, El Cajon, CA 92021
- North County Wellness Center
304 Seacrest Way, Encinitas, CA 92024



1960

Spirit of
a Caring Community



2020

St. Paul's Manor

St. Paul's Senior Services: *How it Began*



The vision for St. Paul's Senior Homes and Services started in 1953 when members of St. Paul's Cathedral desired a place where congregants and the community could retire and live close to the Bankers Hill Church. After seven years of conceptualization, feasibility studies and fund acquisitions, St. Paul's Episcopal Home Inc. launched as a residential community for San Diego's elderly of modest means. Officially established in 1960, St. Paul's soon became the most innovative and exceptional senior program provider in San Diego County. This work continues to engage many volunteer leaders, donors, residents and staff who make the world a better place through their kindness and dedication.

In October 2014, the Board of Directors voted to change the name of St. Paul's Senior Homes and Services to St. Paul's Senior Services, while retaining the corporate name of St. Paul's Episcopal Home, Inc. Although a subtle change, it now reflects the many services that St. Paul's offers, beyond residential living.

The opening of St. Paul's Plaza in 2015 was the culmination of 55 years of hard work and determination as it was our most ambitious project yet. In keeping with St. Paul's reputation for innovation, the Plaza is a family-friendly retirement community that will help us serve a new generation of seniors; a generation that will not only embrace retirement, but will also wish to continue a vibrant community life where they are secure, feel at home and can have fun!

Now, in 2020, St. Paul's Senior Services cares for more than 1,400 seniors each week. We offer residential living and day programs customized to meet the needs of today's seniors. These include three residential communities, a skilled nursing facility, four PACE locations, a senior day program and a child care program. The future will bring redevelopment in the Bankers Hill area to include a brand-new PACE center, low and middle-income housing and a CCRC (Continuing Care Retirement Community).



HISTORY OF ST. PAUL'S SENIOR SERVICES

CARING FOR SAN DIEGO SENIORS SINCE 1960



1953

St. Paul's Cathedral parishioners study the feasibility of creating a retirement home for elderly people of modest means.

1978

Plans for a health center begin and a fundraising office is established.

1992

St. Paul's Villa is acquired and new services established.

1960

A non-profit corporation is established and Articles of Incorporation recorded.

1982

Construction completed on St. Paul's Health Care Center. In 1996, it is named St. Paul's John A. McColl Family Health Center.

1996

St Paul's Community Care Center is donated.

1962

First residents welcomed to St. Paul's Manor. First HUD building in California.

1984

Love Uniting Volunteers (LUV) Auxiliary founded.

1997

St. Paul's Intergenerational Program opens. First in California.

1966

Groundbreaking for the Tower.

1987

Assisted Living Program established at St. Paul's Manor, the first in the nation.

1998

Feasibility of a PACE (Program of All-Inclusive Care for the Elderly) program introduced.

1967

St. Paul's Manor Tower fully occupied.

1990

Assisted Living Program expanded to St. Paul's Manor Tower.

2008

St. Paul's PACE Reasner opens in Downtown San Diego.



2014



2017



2019



2015



2019



2020

2010

St. Paul's Villa opens a Memory Care Program.

2012

St. Paul's PACE Akaloa in Chula Vista opens.

2013

Parker Kier supportive housing partnership begins.

2014

Groundbreaking for St. Paul's Plaza in Chula Vista.

2015

Opening of St. Paul's Plaza.

2015

Opening of Celadon, our second supportive housing program for formerly homeless seniors.

2017

Opening of Talmadge Gateway, our third supportive housing program for formerly homeless seniors.

2017

Ground breaking for St. Paul's PACE Nemeth, located in El Cajon.

2018

St. Paul's PACE Nemeth opens in El Cajon.

2019

Complete interior remodel of St. Paul's Villa.

2019

Established the lease for our first North County PACE Alternative Care Site (ACS) in Encinitas.

2019

Opening of Park West/Quality Inn our fourth and fifth supportive housing program for formerly homeless seniors.

2019

Established YPSS (Young Professionals Serving Seniors) networking and support group to encourage millennials to join the senior care industry.

2020

Opening of St. Paul's PACE North County.

2020

Vision 60 Plan commences to include the restructuring of the Bankers Hill properties.

COVID-19 reached the United States and St. Paul's hosted their first pandemic meeting on Friday, March 2, 2020.

St. Paul's Villa hosted a virtual event for their newly remodeled building with a custom website where guests enjoyed a virtual tour and explored interactive elements, including Tuscany themed recipes, a photo gallery, and information booth and prizes.

Cheryl Wilson was appointed Vice Chair to CalPACE Board of Directors.



In March, St. Paul's Roving Clinic made its maiden voyage to provide medical care for seniors in their homes.

St. Paul's PACE Reasner building remodel was completed thanks to a generous donor.

Opened PACE North in Encinitas in July 2020.

A COVID-19 resource center was created on our website, listing helpful resources for San Diego seniors in need due to the pandemic. This included CDC, state and local news releases.

St. Paul's PACE hosted a "Fan Drive" event, and the San Diego community donated more than 50 fans to low-income PACE participants.



St. Paul's Senior Services was recognized by Elevate Research as "top of mind" in San Diego County for those seeking senior care services.

Senior Living Foresight featured Cheryl Wilson in their national publication.

St. Paul's Reflections Memory Care Program was rebranded and launched after working with a multi-disciplinary team of experts. The Four Pillars of Care and a REFLECT model are the foundation of the program. Staff trainings and marketing materials were also developed.

Mark Allan, St. Paul's Senior Services Board Member, provided meals to Supportive Housing PACE participants during the pandemic.

2020 Highlights

St. Paul's Senior Services celebrated 60 years of service in San Diego.



National PACE Association appointed Carol Hubbard for a one-year term to the Public Policy Committee for the 2021 program year.

St. Paul's marketing department reimagined the 2020 educational series and a new "Virtual 2020" educational program was launched and attended by more than 300 San Diego residents.

On February 1, 2020, St. Paul's honored Chief Executive Officer, Cheryl Wilson, for 30 years of service with a gala at Symphony Towers where the San Diego City Council declared February 1, 2020 as "Cheryl Wilson Day" in San Diego.



Kim Stratman, St. Paul's Plaza General Manager, was selected for LeadingAge California's Emerge Leadership Academy.



Acknowledgments from our **GOVERNMENT REPRESENTATIVES**

2020 Fiscal Year

“

Congratulations to St. Paul's Senior Services on your 60th Anniversary, and thank you for all you do for our seniors, their families, and our community. Seniors in San Diego and across the country have the right to age with dignity. As a proud member of the House Democratic Caucus Task Force on Aging and Families, I will also continue to work in Congress to strengthen and protect Social Security and Medicare and combat elder abuse and exploitation. We need to keep our promise to the hardworking, deserving generations that came before us.

- Congressman Scott Peters,
Rep. 52nd District

”

“

St. Paul's Senior Services has done an exemplary job caring for our seniors since 1960. Their important services also include making sure that family and professional caregivers have the resources they need while caring for our senior community. Congratulations to St. Paul's Senior Center for 60 years of working to improve the quality of life of seniors in California's 51st district.

- Congressman Juan Vargas,
Rep. 51st District

”

“

For more than half a century, St. Paul's Senior Services had been dedicated to enhancing the lives of our seniors as they age gracefully into their golden years. Thank you St. Paul's for your dedication and humanity.

– Chairman, County Board of Supervisors, Greg Cox

”

“

This year has brought us all unprecedented challenges, and St. Paul's continues to meet the needs of our low-income seniors throughout the San Diego region as they have done for 60 years. Thank you for all you do!

– State Senate President Pro Tempore, Toni G. Atkins

”

“

St. Paul's Senior Services is continuously finding innovative ways to care for their community, so it was no surprise that they have adapted so impressively during the pandemic. I continue to be in awe of, and beyond grateful for, all they do to enrich the lives of our senior friends and family.

– State Senator, Ben Hueso

”

“

For 60 years, St. Paul's Senior Services has pursued new and innovative ways to care for older San Diegans. I'm grateful to St. Paul's for providing pathways to help San Diego seniors live independently with improved health, security and dignity.

– Mayor Elect, Todd Gloria

”



St. Paul's Senior Services
Centenarians

Florence, 106

St. Paul's Resident since 2017

Advice to live a long life:

"Don't smoke, get a lot of exercise, and drink a lot of milk!"



Mildred, 101

St. Paul's Resident since 2014

Quote:

"I feel very comfortable at St. Paul's; it's my home!"



Felipe, 101

St. Paul's PACE Participant since 2018

Advice to younger generations:

**“Demonstrate respect
towards elderly people.”**

Iva, 102

St. Paul's PACE Participant since 2009

Quote:

**“I like the personal attention
St. Paul's PACE gives me and I
LOVE home care. My advice to
younger generations is that they
should be genuine, and love one
another.”**



Lilian, 100

St. Paul's Resident since 2018

Advice to younger generations:

**“Do whatever makes you happy
as long as it doesn't hurt other
people. I've had a wonderful life!”**





Manor residents thank staff



Manor residents relaxing



Carlsbad flower field visit



About to go on a field trip



Pre-COVID fun

St. Paul's Manor: Independent Living in Bankers Hill

By Scott Meppen, Administrator

St. Paul's Manor is an Independent Living Community located on 2nd Avenue in Bankers Hill, with 134 apartments, a restaurant, library, hair salon, chapel and 24-hour reception and security. The Manor offers plenty of amenities for active seniors, including a full recreation program, clubs, exercise classes, trips and adventures.

This year has brought unprecedented challenges to caring for and protecting both residents and employees, but our staff has worked tirelessly to make 2020 a successful year. The word "success" is usually a word used to represent positive resident satisfaction or census growth, but this year, the term is used to indicate proper management of the COVID-19 pandemic. St. Paul's has been highly successful and proud to say that St. Paul's Manor had zero positive cases of COVID-19 (at the time of print). While the community experienced many restrictions, the Manor team implemented effective strategies to assist residents with their needs and maintain safety while having some fun along the way!

Early on during the pandemic, we provided in-room meal service delivery at no cost. Not only were the staff instrumental in this effort, but we had several key resident volunteers who helped make this a success. Our activities director also spearheaded a grocery shopping service at no cost to the residents and we continue to offer this service to limit the exposure of our residents. Lastly, we opened up our restaurant for communal dining while implementing the necessary precautions and guidelines.

Our activities department created new ways to offer a variety of activities to the residents: virtual activities became an important component of our activity programming; we were able to offer entertainers, games and even group exercise activities; we provided live music on our patios to help enhance the resident experience; we opened visitation stations, and we continue to provide hair salon services following local and state guidelines. As of late, we are now providing socially distant scenic drives and tours through our transportation services.

While this year has been challenging, the residents and staff have been exceptional. Many residents have stepped up to serve their fellow residents and keep staff morale going strong. We look forward to our future, and we continue to create new strategies to enhance our residents' lives while also keeping them safe.



**St. Paul's
Manor**

2635 Second Avenue, San Diego, CA 92103
(619) 239-2097 StPaulsSeniors.org
Lic# 370800558

Villa resident and friend



Pre-COVID entertainment



Villa residents enjoy a balcony concert

Pre-COVID fun



A visit from a friend

St. Paul's Villa: Assisted Living and Memory Care in Bankers Hill

By LaTressa Downing, Administrator

St. Paul's Villa provides loving care to residents in both our assisted living community and our memory care community, "Reflections." The Villa is located on 4th Avenue in Bankers Hill and features 136 private apartments, a restaurant, library, hair salon, chapel and 24-hour reception and security. We offer a full activity program, including arts, education, exercise classes and nature walks.

The Villa is a spacious community with recently remodeled shared spaces, including a welcoming living room, a ballroom for entertainment and activities, and a roomy dining room where assisted living residents gather to enjoy three meals every day. To complete the new look, we recently installed San Diego-inspired artwork, and residents love to stop and share stories about the locations we have displayed.

Our "Reflections" Memory Care Community provides residents a safe and purposeful living experience, complete with a full activity schedule focusing on enhancing both the mind and body. We also offer regular religious services for residents of all faiths, including special commemorations planned throughout the year.

The year 2020 has been challenging for the senior care industry as we navigate the COVID-19 pandemic. We made many changes to our day-to-day operations and are proud of the additional procedures we implemented - often ahead of state orders - to keep residents and staff safe. Though we halted admissions for the majority of 2020, we were still able to welcome 31 new residents, utilizing safe procedures like virtual tours and socially-distanced move-ins.

Thanks to a transportation grant, our residents attend medical appointments and take care of personal shopping errands at stores nearby, sometimes with an attendant, at no additional cost to them.

We are proud of our staff and their dedication to keeping our residents safe during the pandemic. We look forward to what 2021 will bring as we navigate new and safe methods of caring for seniors.



2340 Fourth Avenue, San Diego, CA 92101
(619) 232-2996 StPaulsSeniors.org
Lic# 370804823



Pre-COVID posses



St. Paul's Plaza: Independent Living, Assisted Living and Memory Care in Chula Vista

By Kim Stratman, General Manager

St. Paul's Plaza is an aging-in-place community with independent living, assisted living and a private memory care wing called "Reflections." Located in Otay Ranch, the Plaza resides in a safe and beautiful neighborhood close to shops, restaurants, parks and medical facilities.

The Plaza has 158 apartments, a pub, restaurant, wellness center, saltwater pool, outdoor entertainment areas, library, hair salon, chapel, dog park, 24-hour reception and security. Activity programs include arts, education, exercise classes and outdoor excursions.

St. Paul's Plaza welcomed 27 new residents in 2020, bringing our total to 115 residents.

When 2020 brought the challenges of COVID-19, St. Paul's Plaza reevaluated how we serve our community and keep residents safe, healthy and happy. We are delighted to report none of our residents have tested positive with COVID-19 (at the time of print). This was accomplished thanks to our wonderful team of employees and our residents who followed safety guidelines set by our state and St. Paul's Senior Services.

To help maintain resident morale, we set up three outdoor visitation stations to allow family members to visit their loved ones safely. Our activity team also created incredible opportunities for residents to connect and stay healthy with events like socially-distanced hallway exercises, outdoor entertainment and special drive-through functions for Mother's Day, Nurses Day, Father's Day and Grandparent's Day.

Prior to COVID-19, we hosted several events, including an educational workshop called "Plan for Tomorrow, Today," with 40 attendees from the community. Many community organizations joined us for activities, events and meetings, and we hosted a successful Jingle Mingle Mixer and Blanket Drive. We hope to see 2021 bring safety and freedom back to our residents and their families. We will be at their side to support them no matter the challenges.



1420 E. Palomar Street, Chula Vista, CA 91913
(619) 591-0600 StPaulsSeniors.org
Lic# 3374603643



Staff and resident pose pre-COVID



St. Paul's Senior Services Nursing and Rehabilitation

John A. McColl Family Health Center

By Scott Meppen, Administrator

St. Paul's Senior Services Nursing and Rehabilitation is a 59-bed skilled nursing community located on Nutmeg Street in Bankers Hill. Comfortable, modern and staffed with highly-trained medical professionals, "McColl's," as it's fondly referred to by staff, offers rehabilitation, transitional and continuing care for those who have recently experienced a hospitalization and includes a chapel, hair salon, rehabilitation therapy rooms and a full activity program.

The 2020 year has brought significant challenges and achievements for our community. Like many healthcare facilities, COVID-19 has impacted the way we provide care. Our staff has worked hard to minimize the risk of infection for our residents while ensuring they still receive the best care.

Since the onset of COVID-19, we have implemented an advanced screening process to monitor staff and essential visitors working at the facility. We also developed a thorough mitigation plan to address the various aspects of prevention, including a rigorous contingency plan if staff or residents contract the virus.

The staff at McColl's stepped up to advance our infection control procedures and created a transitional unit to help monitor and prevent the potential spread of COVID-19. Thanks to these measures, no residents in our facility have contracted the COVID-19 virus (at the time of printing). We have been blessed with the dedication of the staff, residents and family members all working together to realize this great achievement.

Throughout this challenging time, our community has continued to grow and thrive. As a result of the changes implemented last year - including the onboarding of talented, interdisciplinary team members and staff - the facility saw an increase in patients with skilled nursing and rehabilitation needs. The facility experienced an 18.7 percent year-over-year growth in the number of patients requiring skilled services. We hosted 238 admissions this fiscal year.

We are proud of the healthcare services we have, and will continue to provide. These include an extensive rehabilitation program to help restore independence, skilled nursing care to manage patients with complex medical conditions, 24/7 care to provide a personalized level of care, and our robust activity program to enhance our residents' quality of life and create moments of joy.

We are set apart from other communities because of our well-trained staff, who serve with kindness, compassion and dedication to our organization. The excellent care we provide would not be possible without our passionate employees.

With the help of our dedicated staff, we look forward to implementing new ideas to serve our senior population safely and effectively, with kindness and compassion in 2021.



Pre-COVID gatherings



St. Paul's Intergenerational Program

By Carol Hubbard, Chief Community Services Officer

Our Intergenerational Program brings together children from our Child Care Program and seniors from our Senior Day Program to interact together with meaningful activities.

In the first half of the year, the seniors and children formed special bonds as they experienced life together - dancing, singing, doing crafts, celebrating birthdays, sharing meals and more. In early 2020, we welcomed Zumba to the Intergenerational Program, which the participants and children truly enjoyed. Prior to the mandatory shut downs due to the pandemic, our last event together was Valentine's Day, celebrating kindness and friendships. The friendships developed within the Intergenerational Program are special ones the seniors cherish. When both programs suspended operations in March due to the pandemic, children continued to make pictures and cards at home to send to their senior friends.

Child Care Program

Our Child Care Program has 16 CPR, First Aid Certified and licensed preschool teachers who care for more than 70 children, ages eight weeks to five years old.

In 2020, eight children graduated from preschool and entered kindergarten. Our program began hosting a music education program in addition to a dance program. In March, the child care program was temporarily suspended due to the pandemic. Instead, we opened an employee "child watch" program for employees in need of child care at no cost.

The child care program re-opened for essential working families in June and has continued to operate at a reduced capacity with safety guidelines in place. Our program also opened a learning lab for employee's school age children, allowing for these children to continue their distance learning in a safe environment. The Child Care program has continued to successfully adapt to the various changes throughout the pandemic.



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(619) 239-6900 StPaulsSeniors.org
Lic#374600538, 376600283, 376600285



St. Paul's PACE

By Carol Hubbard, Chief Community Services Officer

In the early part of the fiscal year, our team secured, designed, renovated, and furnished a North County building as our satellite clinic in Encinitas. We also received our clinic license and hired our team. The building was readied to welcome seniors from surrounding areas, downtown San Diego, and up the coast to Oceanside. This great addition will allow many of our seniors to have easy access to clinic, rehab and care coordination closer to their homes.

We completed the fiscal year with a census of 1,013. During the pandemic, our entire St. Paul's PACE team accepted the challenge of keeping our vulnerable seniors safe at home, while ensuring they still received the PACE services and support they needed. We dedicated ourselves to our mission and immediately activated a multitude of innovative solutions. Our team:

- Transformed the Nemeth Center into an Emergency 24/7 Transitional Unit for COVID-19 positive seniors requiring further monitoring after hospitalization.
- Converted two vans into Roving Medical Clinics to bring essential services to participants' homes.
- Continuously delivered food, personal supplies, activity packets, fall monitoring pendants and more to participants' homes.
- Provided telehealth appointments and virtual appointments with providers, social workers, psychologists, physical and occupational therapists, dietitians and more.
- Continued our home care services by ensuring staff had the proper Personal Protective Equipment (PPE).
- Provided services in our centers for moderate medical needs, rehabilitation, personal care, COVID-19 testing and urgent dental and podiatry specialties.

St. Paul's PACE has witnessed many 'silver linings' during this challenging time. The innovative tools we've implemented are working, and we hope to keep many of them when the pandemic is over, including the deployment of Mobile Clinics throughout our community.

To keep our staff safe and protected, safety guidelines were developed for working in our centers and preventing the spread of the virus. Our Medical Director, Dr. Lee, has been a strong leader, guiding our teams on best practices to ensure everyone's safety. We are proud to be living up to the award we received from San Diego County as Public Health Champions.

To the left: photos of PACE staff and participants before and during the pandemic



Locations throughout San Diego County!
1(833) PACE NOW TTY 1(800) 735-2922
StPaulsPACE.org

History of St. Paul's PACE

Caring for low-income seniors since 2008

2008

St. Paul's PACE Reasner opens in Downtown San Diego.



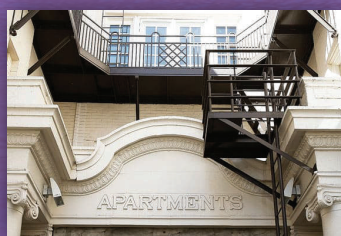
2012

St. Paul's PACE Akaloa in Chula Vista opens.



2013

Parker Kier supportive housing partnership begins.



2015

Opening of Celadon, our second supportive housing program for formerly homeless seniors.



Program of All-inclusive Care for the Elderly

Providing medical, social, and home care services to San Diego County Seniors so they can remain safely at home.

2017

Ground breaking for St. Paul's PACE Nemeth, located in El Cajon.



2017

Opening of Talmadge Gateway, our third supportive housing program for formerly homeless seniors.



2018

St. Paul's PACE Nemeth opens in El Cajon.

2019

Established the lease for our first North County PACE Alternative Care Site (ACS) in Encinitas.

2019

Opening of Park West/Quality Inn our fourth and fifth supportive housing program for formerly homeless seniors.

2020

St. Paul's PACE North County in Encinitas opens.





Parker-Kier
2013



Celadon
2015



Park West/Quality Inn
2018

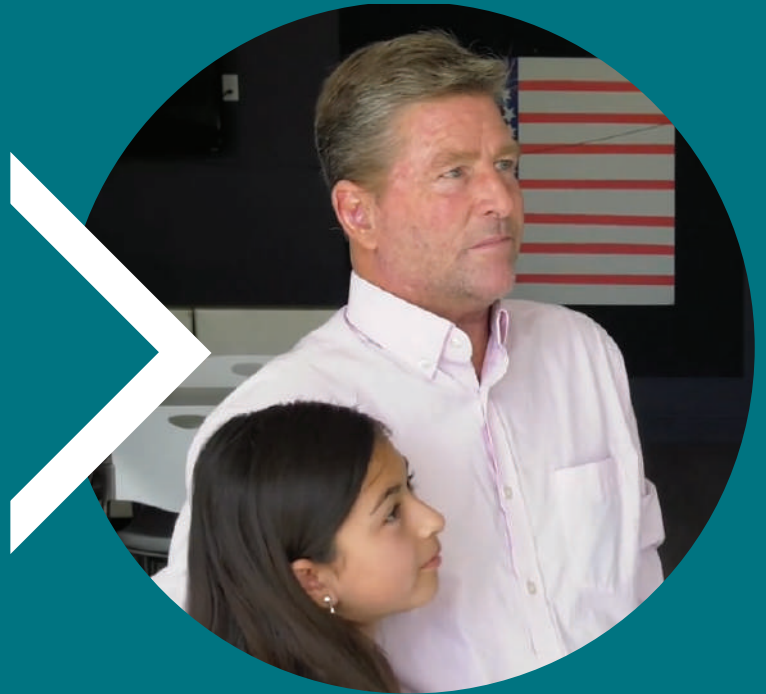


Talmadge Gateway
2017

Supportive Housing Testimonials

“To have my own place, my dignity back, and to be able to re-enter the workforce, so my daughter can be proud of me again, means everything to me.

- Thomas”



“I didn’t know how much longer I could live where I was living in. I was there for three and a half years. If it wasn’t for St. Paul’s PACE and my dog, I don’t know what would have happened to me. St. Paul’s PACE saved my life.”

- Linda



Facilities Team



Ice cream truck visits



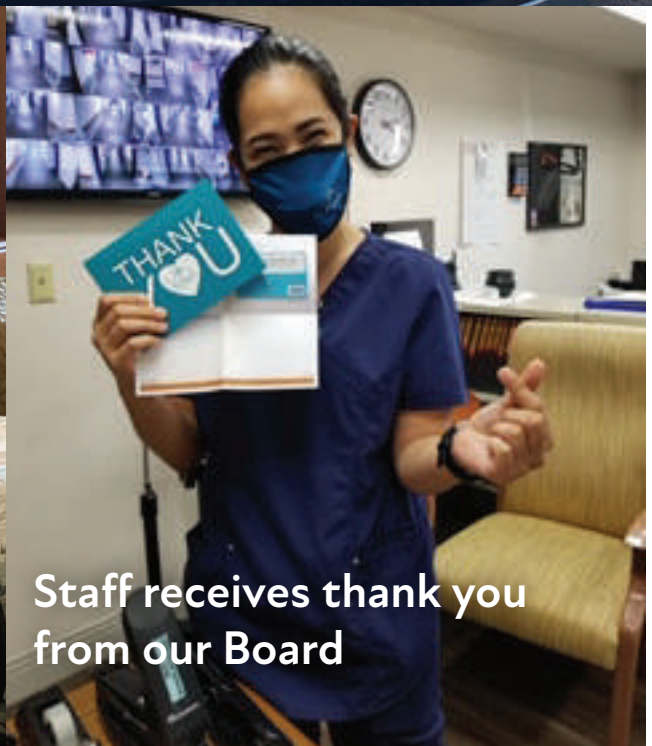
Flamingo Entertainment



Food delivery to PACE participants



Safety First



Staff receives thank you from our Board

Human Resources

By Cory Fish, Human Resources Director

Human Resources ensures St. Paul's Senior Services' most valuable asset—its human capital—is being nurtured and supported by creating and managing programs, creating policies and procedures, and fostering a positive, trusting environment through effective employee-employer relations.

The Human Resources Team has added value to the strategic utilization of more than 670 employees and various employee programs, which has impacted the organization in positive and measurable ways in 2020 by:

- Attracting 239 total new hires across all locations, departments and positions. We participated in recruiting events such as in-person career fairs and CNA class presentations. We quickly adapted our recruiting efforts to provide virtual job fairs when in-person events were no longer possible.
- Reducing turnover rate to-date from 2019 by more than 13 percent.
- Transitioning the onboarding process of new employees to be 100 percent digital, reducing in-person interaction, resulting in a safer environment for all involved.
- Investing more than \$16,000 for employee access to unlimited training for one year through our partnership with the Fred Pryor training program.
- Encouraging online training courses, equaling 5,000 training hours in additional personal growth opportunities for employees.
- Reimbursing more than \$30,800 in continuing education via the Education Reimbursement Program, almost doubling our 2019 numbers!
- Hosting multiple leadership sessions through Peter Barron Stark Companies to build critical leadership skills and organizational competencies.
- Converting the performance evaluation process from a paper and time-intensive procedure to a digital system, saving more than 3,000 sheets of paper and conserving time related to mailing and lost forms.
- Conducting our 4th Annual Gallup Engagement survey, resulting in continued high engagement as 80 percent of employees completed surveys.
- Recognizing more than 170 employees for milestone anniversaries.
- Inspiring more than 265 unique volunteers to support the organization's mission and vision.
- Hosting on-site volunteers, equaling more than 6,500 volunteer hours, valued at more than \$211,300.
- Creating innovative remote opportunities for volunteers to continue enhancing seniors' lives when on-site volunteering became temporarily unavailable. The Sunshine for Seniors program collected hundreds of handwritten note cards, letters, drawings and painted rocks.
- Providing guidance, resources and support to staff infected by the coronavirus.

2020 provided new opportunities to innovate and become more flexible, efficient and responsive to a changing work environment while supporting our most important assets: our dedicated employees and volunteers. We look forward to contributing further to the future of the organization.



ST. PAUL'S
Longest Volunteer



St. Paul's Longest Volunteer

Betty Brayshay

Volunteers play a vital role at St. Paul's. Currently we have 265 individuals who kindly give their time and talent to help us better serve our aging population.

Betty Brayshay has been a volunteer at St. Paul's Senior Services since its inception back in 1960. She began volunteering alongside her husband, Jim, who served on the committee to open our first senior building. She has seen the growth of the organization unfold over the past 60 years, and she has served on several Board committees.

"I've always been very philanthropically involved my whole life; I feel it's important to give back," Betty shared with us. "It's been exciting to be a part of the growth of the organization."

Betty has continued to be involved with the organization because she believes in the work St. Paul's does and finds its continuous growth and evolution exciting. "We need to care for our elderly and make sure they're not forgotten. St. Paul's does a lot of amazing work and provides excellent care for San Diego seniors. I especially love the PACE program. This has been my motivation and interest to stay involved," Betty said. "I would choose St. Paul's for myself if I needed care, because the organization is close to my heart and I know I'd be well cared for."

She says that it's especially important for her now, at 91 years old, to stay involved as it helps to keep her mind fresh and motivates her to keep going. She has been a huge asset to St. Paul's growth thanks to her expertise in events and fundraising, her creativity, and her honest and caring nature.

Betty feels that it's important for today's youth to recognize that they will be elderly one day and will need people to take care of them. She values the relationships she makes with younger generations and feels young and old can help one another.

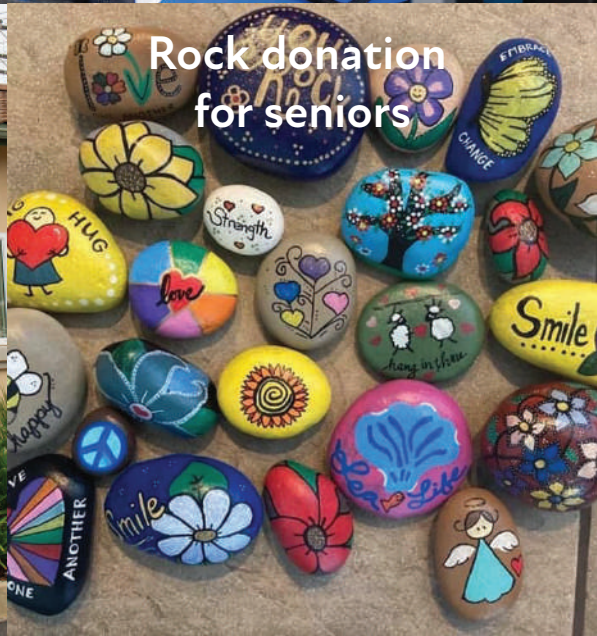
"If you have children, teach them to get involved philanthropically; it's the cog that keeps the wheels going in a community."

Despite the pandemic, Betty has continued to serve our organization and be involved virtually, thanks to technology.

Thank you, Betty, for your many years of dedication, creativity, compassion, and service to our organization and our seniors. You are a true inspiration!

“ *Giving is greater than receiving, whether it's of your time, talent, or treasure!* ”

– Betty Brayshay



St. Paul's Senior Services Foundation

By Todd Kaprielian, Chief Development Officer

Philanthropy from the community played a critical role in the founding of St. Paul's Senior Services, and despite the pandemic, our foundation had a number of incredible accomplishments to note:

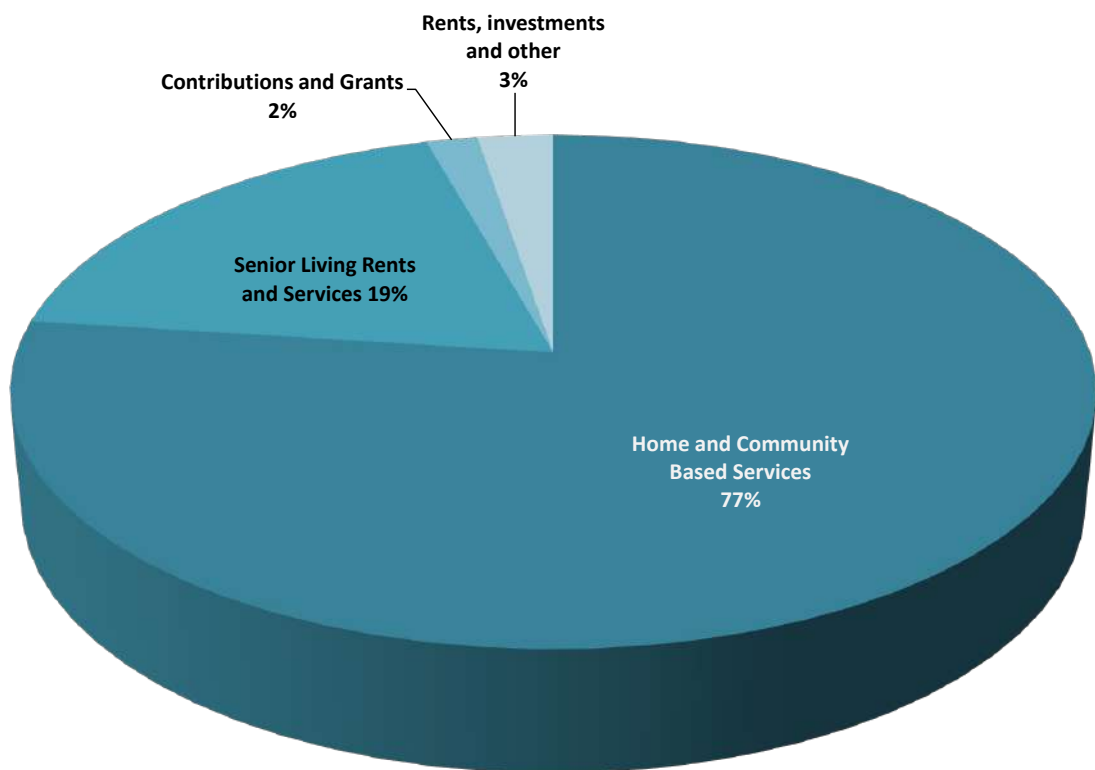
- **St. Paul's PACE North in Encinitas.** The Encinitas PACE center opened on July 6, 2020 with an intimate opening celebration. We are excited to provide all-inclusive healthcare services to North County seniors.
- **The PACE Roving Clinic 2.0.** To continue safe medical care for participants during this pandemic, PACE clinical staff created a roving clinic. We took a passenger van, removed the seats, installed a privacy curtain, packed supplies and equipment and set out to visit our seniors. The roving clinic visits up to ten participants a day, five days a week. St. Paul's will expand on this delivery model with an advanced operation using a vehicle designed and equipped to provide more services.
- **Sunshine for Seniors.** The stay-at-home order has been challenging for seniors, so St. Paul's reached out to the community to author cards of support for seniors living at a St. Paul's community or enrolled in PACE. The response was overwhelming. In addition to cards and letters, people donated puzzle books and painted stones, bringing "sunshine" to hundreds of St. Paul's seniors.
- **Community Grants.** St. Paul's thanks the following community partners for their COVID-19 responsive grant funding: Grossmont Healthcare District, Community Congregational Development Corporation, San Diego Foundation, The Shiley Foundation and Torrey Holistics.

We appreciate your continued support in serving seniors now and in the future.

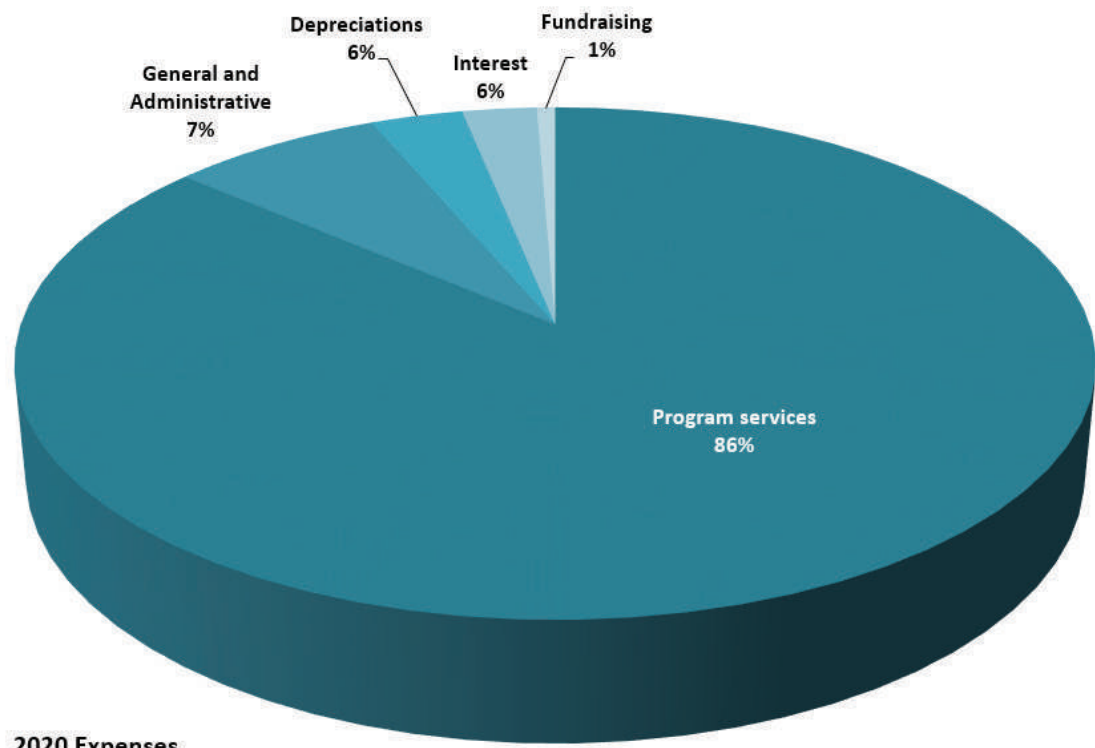
Thank you
FOR YOUR SUPPORT

FINANCE HIGHLIGHTS

FISCAL YEAR ENDED AUGUST 2020



2020 Revenue



2020 Expenses

Finance Department

By Randall Sanner, Chief Financial Officer

Based on pre-audit financials, overall revenue growth is at an 18 percent increase over 2019, and net assets have grown 26 percent. The fair market value of many of our existing properties, based on recent appraisals and offers-to-purchase, is well in excess of recorded values.

Performance by Community

- St. Paul's PACE managed to grow 20 percent despite depressed enrollments due to COVID-19 in the second half of the fiscal year.
- St. Paul's PACE revenues now account for 77 percent of total program revenues.
- COVID-19 negatively impacted occupancies. St. Paul's Manor census decreased by 13.4 percent in 2020, finishing the fiscal year at 73 percent; St. Paul's Villa census ended 2020 with 75 percent; St. Paul's Plaza declined by 9.7 percent and ended the year with 75 percent census.





Marketing Department

By Amanda Gois, Corporate Marketing Director

Our new year started with an exceptional 60th anniversary celebration and video in February, which captured the many highlights of St. Paul's 60 years (you may see the video on our website). In terms of media exposure, St. Paul's experienced a successful year as we led the charge on education, senior safety and socially-distanced activities.

St. Paul's was recognized extensively in print, online, television and social media. Many of these stories were possible due to our department's increase in video production, allowing media stations to share footage of what has been happening in our communities.

During this fiscal year we were featured in:

- 78 press stories
- 42 broadcast stories
- 35 print/online Stories
- 89 minutes of on-air broadcast time
- 55 COVID-19 related press stories

These stories added up to more than \$1 million in total estimated media value. Media highlights included:

- The Glama Project partnership featured in San Diego Magazine.
- St. Paul's PACE Roving Clinic, showing our ingenious care for PACE seniors, aired on several television stations. We were also featured on KPBS with a home care feature.
- CEO Cheryl Wilson shared her knowledge on senior care during COVID-19 five times on local and national broadcasts.
- St. Paul's care models were featured on KPBS and The San Diego Union-Tribune.
- Our city-wide National Nurses Week parade was covered by FOX5, CBS8, NBC, KUSI and Univision.
- St. Paul's Plaza's Mother's Day and Father's Day Parades were featured on FOX5, KUSI, CBS8 and BC10.
- We received several broadcast feature stories on our Sunshine for Seniors program, including CBS8, FOX5 and others.
- Gorgeous Grandma Day Makeovers, Ice Cream and Cocktail carts, Balcony serenades and more were seen all over social media and on television.

Thanks to our public relations efforts, St. Paul's will come to mind first when San Diegans think of senior care.





Resident outdoor event



Special social events including dessert making



Flower arranging class



Outdoor entertainment



PACE Roving Clinic



Reasner day center staff

Social Accountability

Above and beyond day-to-day operations, St. Paul's Senior Services is committed to social accountability by giving back to the community with significant contributions of staff time and financial resources. During this year's COVID-19 outbreak, St. Paul's implemented many steps to keep our communities safe for residents and employees, while also sharing policies and proven procedures with the San Diego community. Hundreds of hours were dedicated to social accountability efforts. A list of the actions taken by St. Paul's is shown on page 7. Below, we have listed the additional social occurrences provided by St. Paul's in 2020.

- St. Paul's Senior Services Nursing and Rehabilitation (John A. McColl Family Health Center) provided 728 clinical rotation hours for registered nurses and certified nursing aide students.
- St. Paul's PACE (Program of All-Inclusive Care for the Elderly) Akaloa hosted RN internships for Cal State San Marcos Nurse Practitioner students.
- Financial support for basic needs - totaling \$7,573 - were provided to PACE participants.
- St. Paul's PACE advocacy for the general community, benefited PACE programs within the State of California and nationwide.
- Community service of more than 200 hours to the Lions Club, Rotary Clubs throughout San Diego County, the Doris A. Howell Foundation for Women's Health Research, the County's Age Well and Dementia-friendly initiatives, and the San Diego Senior Alliance at a donated cost of \$13,653.
- The marketing department planned and promoted a variety of on-site and virtual educational events and workshops, including their annual educational series, "Plan for Tomorrow, Today." These free events were attended by more than 300 caregivers, industry professionals, social workers and seniors. Topics included Fall Prevention, Social Isolation During COVID-19, Senior Living Options in San Diego, Aid and Attendance Benefits, 10 Signs of Alzheimer's, St. Paul's 101 and Staying Safe at Home.
- The marketing team works in a variety of capacities in more than 20 industry groups and committees, many of which work to improve the quality of life for seniors. These include the Caregiver Coalition, San Diego County Council on Aging, San Diego Community Action Network, South County Community Action Network, East County Community Action Network, East County Intergenerational Council, East County Senior Service Providers, Young Professionals Serving Seniors, City of Chula Vista Commission on Aging, Bankers Hill Community Group, San Diego Regional Home Care Council, Alzheimer's San Diego Young Professionals, San Diego Chamber's Young Leaders, East County Chamber of Commerce, National City Chamber of Commerce, Chula Vista Chamber of Commerce, Las Primeras, South Bay Senior Providers, Mexican American Business & Professionals Association, Older Adult Council, and AIS Health Promotion Committee.
- Resident activities were made available to the public, including dementia support groups for caregivers and various denominational and non-denominational religious services.
- St. Paul's Board of Directors and committee members volunteered 345 hours, totaling \$24,221, to ensure quality services for residents and St. Paul's PACE participants.
- St. Paul's Senior Services CEO made numerous presentations on homelessness issues, permanent housing and the overall need for senior care, numbering 520 hours at a cost of \$38,524.



Linda, PACE driver



CEO reads to children



Plaza sales team



Villa resident works on a puzzle



PACE staff receive thank you cards from the Board

- Our Chief Operating Officer served as a member of the State Master Plan on Aging Long-Term Care Services and supports a subcommittee to design a long-term care service system. A report was provided to the Governor in May 2020. She continues to serve on the California Commission on Aging and provides input on senior issues—including the Master Plan for Aging—for the legislature and governor.
- St. Paul's Senior Services' executive team members educated and advocated on behalf of senior issues with city, county, state and federal elected officials. These activities benefit seniors in San Diego County, the State of California and the United States. This was accomplished by participating in state and national industry associations and commissions.
- St. Paul's annual fundraising campaign was assisted by 32 volunteers to make our annual fundraiser a success.
- Human Resources provided educational opportunities to employees with a tuition reimbursement amount of \$30,855, Fred Pryor classes totaling \$16,065 and the Leadership Training Program totaling \$19,275.
- HR has also clocked 650 volunteer hours from outside affiliations and student encouragements at the cost of \$10,095.
- St. Paul's Senior Services continues to provide programs and services with costs in excess of revenue for low-income residents and participants and provides subsidies such as:
 - o Senior Day Program with intercompany contributions of \$69,012.
 - o Costs in excess of Medi-Cal contractual reimbursement at the St. Paul's Senior Services Nursing and Rehabilitation (John A. McColl Family Health Center) of \$355,185.
 - o Senior residents facing financial challenges received charity scholarships and rental discounts of \$86,544.
 - o St. Paul's PACE SOC (Share of Cost) allowances of \$2,082,301 were given to St. Paul's PACE participants who did not have adequate income to contribute to the PACE program, per Medi-Cal calculations.

Social Accountability Value for Fiscal Year 2019/2020: \$2,753,303

Nurses week parade





Karen England, St. Paul's Manor resident



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