



St. Paul's

SENIOR SERVICES

LEADERS IN SENIOR CARE



2018

*Annual Report*



St. Paul's

SENIOR SERVICES

LEADERS IN SENIOR CARE

St. Paul's Plaza residents, Clari and Jesse, share a moment of laughter and smiles.



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Cheryl Wilson presents an award to Rudy Vargas, District Director for the San Diego office of U.S. Senator Kamala D. Harris, for his work in helping St. Paul's PACE.



## *A Message from Cheryl Wilson, Chief Executive Officer*



As I look back on 2018, I celebrate another wonderful year at St. Paul's. We are pleased to share some highlights enclosed in this report.

2018 has been a year of review. Many programs were evaluated, as were buildings, for their purposeful programming and future viability. Many of our buildings are older with outdated infrastructure, so decisions to repair or replace were taken under advisement. The primary purpose of this exercise

was to be sure we could continue to serve seniors in the most meaningful way and to increase our services to meet a variety of senior needs, geographies, and income levels.

The result has been our opening of a new St. Paul's Program of All-inclusive Care for the Elderly (PACE) Center in East County and beginning the 5-7 year journey to replace the original St. Paul's Manor and the Community Care Center. Additionally, the decision was made to retain the original PACE building on Elm Street and to expand our footprint in that building.

The Governing bodies of the three corporate entities are dedicated community professionals who give selflessly of their time, talents, and treasures to ensure the success of each program. They devote many hours to attend meetings, social events, and special group functions, which ensure the success of each of our programs.

We excel at what we do in large part because of the dedication of many volunteers who provide activities, events, music, art, special recognitions, and so much more for each of our seniors in our communities. Their support is chronicled in this report.

A heartfelt thank you goes to the many community donors who ensure the future of St. Paul's through their recognition of the needs and support of projects both big and small. Their contributions are listed in this report.

Together, all those mentioned above allow us to serve. The St. Paul's team could not do what we do without the leadership, hands-on support, and financial commitment of many people, and we are ever so grateful for each one of you.

I thank you all and wish you a very blessed 2019.  
Warmest Wishes,

*Cheryl*

## Joseph W. Craver

*Board Chair, St. Paul's Episcopal Home, Inc.*



St. Paul's Senior Services has enjoyed a spectacular year of achievements. Each year, St. Paul's attempts to surpass the goals and objectives of the previous year. Our success was achieved in 2018 by our professional staff including our outstanding CEO, Cheryl Wilson, senior management, social workers, directors, and several of our senior guests.

I feel incredibly proud and privileged to be given the opportunity to serve as the Board Chair of St. Paul's, and it's various programs. To be a small part of such a highly successful organization is a chance of a lifetime.

*Joe*

## Charlie King

*St. Paul's Foundation Board Chair*



2018 was a banner year for St. Paul's Foundation. Our accomplishments include:

- The opening of a third St. Paul's PACE Center in El Cajon
- An additional permanent supportive housing project for homeless seniors
- A new affiliation with the San Diego Planning Partnership
- Continued involvement and growth with veteran initiatives and service organizations

St. Paul's made a lot of new friends in 2018 and grew our mission to serve over 1,500 seniors. We appreciate your continued support in serving the seniors and children of our community now and in the future. I am proud and honored to serve as the Chairman of the St. Paul's Senior Services Foundation.

*Charlie*

## *Laury Graves*

*Chair of the St. Paul's PACE Board of Directors*



Having been actively involved in the leadership of St. Paul's Senior Services since 2002, I have seen firsthand the effectiveness and the quality of the care and services that we provide our residents and our St. Paul's PACE participants.

As we celebrate the 10th anniversary of the opening of our first St. Paul's PACE Center, the program continues to grow to serve more seniors in three centers. In addition to our centers, we now serve formerly homeless seniors in collaboration with supportive housing organizations. I have been honored to serve on the Participants Advisory Committee (PAC) at the St. Paul's PACE Chula Vista Center. This committee includes several participants along with administrators, social workers, an activities director, a dietitian, a transportation coordinator, and other staff members. The senior participants consistently state how St. Paul's PACE has changed their lives by giving them a new purpose in life, better health, and friends. Some have said: "It's my second home"; "This has been the best five years of my life"; "St. Paul's PACE is my second family"; "St. Paul's PACE has greatly improved my life."

St. Paul's PACE is truly transformational!

*Laury*



Pedro, a St. Paul's PACE participant,  
and Melissa, Day Center Supervisor



# Boards of Directors

## **St. Paul's Episcopal Homes, Inc.**

The Very Rev. Penny Bridges, President  
Joe Craver, Board Chair  
Patrick Edd, Vice Chair  
Randy Truax, Treasurer  
Cheryl Wilson, Secretary  
Gloria James, Assistant Secretary  
Louise Phipps, Past Chair  
Jackie Carpenter  
Larry Hoeksema  
Jonathan Hunter  
Bill Littlejohn  
Ben Meza  
John Rush  
Rev. Canon Wayne Sanders  
Stan Sokolove  
Dick Thorn  
Jennifer Jow, Cathedral Representative  
Joan Reese, Cathedral Representative

## **St. Paul's Senior Services Foundation**

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

## **St. Paul's PACE**

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

## **Medical Directors**

Joanne Stewart M.D.  
Victor Lee, M.D.  
Sandra McColl, M.D.



Amanda and Charles, St. Paul's Manor residents





## *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**

Reasner Center  
111 Elm Street  
San Diego, CA 92101  
**(619) 677-3800**

Akaloa Center  
630 L Street  
Chula Vista, CA 91911  
**(619) 271-7100**

East Center  
1306 Broadway  
El Cajon, CA 92021  
**(619) 551-7400**



Andy, St. Paul's Manor resident



# *Vision and Mission Statements*

## **VISION STATEMENT**

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

## **MISSION STATEMENT**

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

## **GUIDING PRINCIPLES**

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.

# HISTORY OF ST. PAUL'S SENIOR SERVICES

## CARING FOR SAN DIEGO SENIORS SINCE 1960

With the changing needs of today's older adults, our services have expanded to bring innovative choices to those seeking senior care resources.



1982

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

1978

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



1984

Love Uniting Volunteers (LUV) Auxiliary founded.

1987

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

1990

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



2014

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

2013

Parker Kier homeless housing partnership begins.

2012

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



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.

# St. Paul's Beginning



**1953** St. Paul's Cathedral parishioners study the feasibility of creating a retirement home for elderly people of modest means.



**1960** A non-profit corporation is established and Articles of Incorporation recorded.

**1967** St. Paul's Manor Tower fully occupied.



**1966** Groundbreaking for the Tower.



**1962** **GRAND OPENING**  
First residents welcomed to St. Paul's Manor. First HUD building in California.

**1992** St. Paul's Villa is acquired and new services established.

**1996** St Paul's Community Care Center is donated.

**1997** **GRAND OPENING**  
St. Paul's Intergenerational Program opens. First in California.

**2010** **GRAND OPENING**  
St. Paul's Villa opens a Memory Care Program.

**2008** **GRAND OPENING**  
St. Paul's PACE Reasner opens in Downtown San Diego.

**1998** Feasibility of a PACE (Program of All-Inclusive Care for the Elderly) program introduced.

**2017** Ground breaking for St. Paul's PACE East, located in El Cajon.



**2018** **GRAND OPENING**  
St. Paul's PACE East opens in El Cajon.

**2018** Park West and Quality Inn homeless housing partnership for PACE participants opens.



Pat, St. Paul's Manor resident



# St. Paul's Manor

## Active Retirement Living

# St. Paul's Manor

St. Paul's Manor residents celebrated the coming of 2018 in style from the beautiful LUV Lounge, enjoying spectacular views of the San Diego Bay and Pt. Loma. Residents and neighbors alike are very pleased with the new refreshed exterior painting of the Manor and surrounding St. Paul's buildings in Bankers Hill. The project was compliments of a generous grant that covered all of the paint, signage and associated expenses. In addition to that, the Manor has new landscaping with native plants around the building, and a trickling, natural rock waterfall.

Thirty-nine new residents joined us in 2018, an 11% increase in admissions over 2017. Many were the result of current residents referring friends to the Manor. Our prominent ads in the *San Diego Union-Tribune* really caught the eye of the community, bringing in many potential residents for tours. The Manor ended the year with occupancy of 92%, which is 12% higher than 2017.

### 2018 Community Awards



### 2018 Vital Research Resident Survey



Rebecca, a St. Paul's Plaza resident, shares her love for St. Paul's.





# St. Paul's Plaza

## Independent Living, Assisted Living and Memory Care



St. Paul's Plaza is a beautiful community in Chula Vista offering industry-leading amenities, services, and quality care to create a premier retirement community in Southern California. Staffed with highly-trained professionals and support services personnel, we are committed to providing a senior living community that puts the wellbeing of our residents and their families first.

In 2018, we steadily grew with over 65 resident additions and ended the year with 79% occupancy, which is a 22% increase over 2017. The most exciting news is that the community is still rapidly growing and has plans to surpass that number quickly! Additionally, we continue to be a prominent South Bay/San Diego community presence by hosting meetings for local community groups. We enjoyed the most successful turnout ever at our annual Jingle Mingle Mixer and Blanket Drive where community and industry representatives were invited to celebrate the season. That particular event brought more than 100 attendees who contributed more than 400 blankets for St. Paul's PACE seniors.

This year, we welcomed more than 40 new team members, including a new General Manager. Our plans include continuing to provide the same exceptional experience that residents have come to expect, as well as developing and enhancing programs and services.

We believe in working closely with the residents of St. Paul's Plaza, and the greater community, to receive feedback on our programs and services as we grow, improve, and innovate.

### 2018 Community Award



### 2018 Vital Research Resident Survey





Lois, St. Paul's Villa resident



# St. Paul's Villa

## Assisted Living and Memory Care



With more than 130 residents, 80 staff members, and many involved families and friends, St. Paul's Villa is truly a joyous community. We provide an engaging environment and the assistance each resident needs to enjoy every day to its fullest. Our primary goals are to enable residents to achieve their highest level of independence and honor their personal choices.

2018 was a busy and exciting year for us. We welcomed 37 new assisted living residents and 20 new memory care residents, for a total of 57 new residents; a 16% increase in admissions over 2017.

Our family and caregiver support groups are very well attended, and engage and educate those who support our residents. Our residents thrive when families, caregivers, medical professionals, friends, and St. Paul's Villa staff work together to meet their needs. Our volunteers make each day better, and donors to St. Paul's Foundation enable us to provide for unique needs. The proceeds from the 2018 LUV Gala fundraiser will help to provide us with a stunning new remodel in 2019.

This year, residents enjoyed various outings including summer concerts at Balboa Park, a trip to Bates Nuts Farm, a visit to the Craftsman Museum, a trip to the Del Mar Races, and visits to many restaurants all around town. Additionally, we hosted the St. Paul's Villa talent show and our first St. Paul's Villa fashion show. Birthday celebrations and happy hours were also regular events for our residents.

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

### *2018 Vital Research Resident Survey*



Recently renovated physical therapy room at St. Paul's Senior Services Nursing and Rehabilitation





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



Our St. Paul's Nursing and Rehabilitation Center continues to evolve to meet the individualized needs of those we serve. We are thankful and proud of our dedicated and professional staff whose daily work upholds the tradition of our award-winning skilled nursing and rehabilitation community.

This year, our center utilized the \$240,000+ net proceeds earned from the 2017 St. Paul's LUV Gala to underwrite building renovations and improvements aimed at better serving those who entrust their nursing and rehabilitation needs to us. The updates consisted of a ceiling to floor remodel of the ground floor, more than doubling our physical, occupational, and speech therapy delivery space.

We showed significant growth in admissions and seniors served for the fourth consecutive year. In 2018 we had 246 admissions and served 289 seniors. This is a record-setting performance and a 36% increase in admissions compared to 2017.



*Consecutive winner of  
the Eli Pick Award  
for Quality Care*

*2018 Vital Research Resident Survey*



St. Paul's Intergenerational Program where seniors and children spend time together



## *Intergenerational Program*

St. Paul's Senior Services offers a unique Intergenerational Program, bringing together children from our Child Care Program and seniors from our Senior Day Program for opportunities to learn and enjoy activities together. The children and seniors form a special bond as they experience life together, dancing, singing, doing crafts, reading, celebrating birthdays, raising the American flag, saying the Pledge of Allegiance daily, and more. In 2018, we doubled the time our seniors and children spend together to include nature walks with the infants and craft parties with the preschool children. We hosted our first intergenerational outing to a pumpkin patch, which included painting pumpkins, playing games, and interacting with farm animals.

## *Child Care Program*

Our Child Care Program has 16 CPR and First Aid certified, fully credentialed teachers who care for more than 60 children ages eight weeks to five years old. In 2018, ten children graduated preschool and entered kindergarten. Parents reported their children surpassed the standard entry-level requirements for kindergarten. This year we introduced a parent information board and a monthly e-newsletter to ensure excellent communication with our parents. Children enjoyed many field trips in 2018 including visits to the Children's Museum, Pump It Up Bounce House, The Puppet Museum, Parkway Bowl, Living Coast Discovery Center, and Seaport Village. We introduced a new tap dance class to our preschool classroom and had a visit from the Lizard Wizard Reptile Show. Spanish classes continue as well.

## *Senior Day Program*

St. Paul's Senior Day Program provides a safe and interactive haven Monday through Friday. Families who have loved ones with mild to moderate memory impairment, often adult children, can be seen bringing Mom or Dad to Senior Day before work. Imagine the relief knowing the one you love is safe with like-minded friends enjoying nutritious meals, participating in and enjoying many activities, especially with the children. In 2018 we reached a census count of 65 participants. Many come multiple days each week; some are members of our St. Paul's PACE program. During the day you will see our seniors participate in ballet and stretch classes, paint parties, spirit week activities, and holiday performances. This year we introduced professional drumming classes. Our Zumba classes were featured on CBS news as our participants danced to a special Grammy playlist. Outings included the San Diego Safari Park, a trip to Julian, and the San Diego Seal Tour. We hosted our first ever professional holiday photo shoot to provide families with photos of their loved one.



Julie, a St. Paul's PACE participant



775  
St. Paul's PACE  
participants  
in 2018

## Program of All-inclusive Care for the Elderly



In 2018, we celebrated St. Paul's PACE's 10th anniversary. To date we have served more than 1,400 low-income and frail seniors, helping them continue to live successfully in their homes and community. On September 1 we opened our third St. Paul's PACE Center in El Cajon, and we ended the year with 775 participants throughout all three sites, 10% more participants than 2017. St. Paul's PACE has been recognized as one of the fastest growing PACE programs in the nation by the National PACE Association (NPA). CalPACE Association received funding to create a collaborative of PACE programs to grow PACE census. St. Paul's PACE is leading this initiative and has launched our own "More to Love" campaign growth initiative.

In 2018 we focused on expanding our mental health services and developing in-house programming, providing ongoing staff education and competency training at all three centers to support our participants in need. We have partnered with numerous agencies to help get seniors off the streets and into a home of their own. The Father Joe's Bonus Project has allowed us to house 21 previously homeless participants. In addition to rent, this project provided funding for food and furniture. Our partnership with the San Diego Housing Commission provided another 47 apartments in two converted motel projects in Bankers Hill. In fact, 20% of St. Paul's PACE participants were formerly homeless and now reside in supportive housing.

With three St. Paul's PACE Centers, our PACE employees total 198. In 2018 our Home Care Department was recognized as one of San Diego's "Favorite" home care providers by the *San Diego Union-Tribune* reader's poll. Three employees recently graduated from the Geriatrics Workforce Enhancement Program (GWEP), which helps organizations better coordinate community resources.

This new year brings with it the opportunity to care for more of San Diego's most vulnerable seniors, and with the support of our community relationships, our incredible employees, volunteers, and leadership, we expect another very successful year.

**2018 Award**  
San Diego's Favorite  
Home Care Provider





St. Paul's Senior Services Nursing and Rehabilitation employees, Ruby (left) and Katia (right), love working at St. Paul's.





## *Human Resources*

St. Paul's Senior Services is a wonderful place to work, and our employees make a difference in the lives of our seniors and children.

In 2018, we enhanced our benefits package to be more competitive in a tight employment market. We incorporated new recruiting strategies such as utilizing social media and working with local school systems for hiring, resulting in more than 225 new employees. Additionally this year, we recruited and staffed St. Paul's PACE in El Cajon, our third St. Paul's PACE Center and eighth St. Paul's location. We are approaching 30 employees and expect to hire additional professional and support positions as the center continues to grow.

In an effort to better engage our employees and provide them with personal growth opportunities, we utilized a grant from the Anne Ray Foundation to complete a 12-month leadership training. This effort was achieved using the Gallup Q12 engagement survey and strengths-based training methods. During the project, we saw a significant 39% gain in employee engagement and a 55% increase in participation. With this success and the continued focus on building a strengths-based workplace, we will continue working with Gallup and other consultants in 2019.

Here at St. Paul's, we host recognition events for employees who have celebrated anywhere from two to 30 years of service with us. This year, we recognized 130 employees for their hard work and loyalty. Our staff retention continues to reflect the outstanding dedication and commitment to serving San Diego seniors.



St. Paul's Senior Services received

**\$107,503**  
in volunteer hours

Based on the rate of \$18.06 (average hourly rate for a San Diego non-profit organization per [www.payscale.com](http://www.payscale.com))

Penny (right), a St. Paul's Plaza resident and her daughter



## *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, support for community agencies, and financial resources for Fiscal Year 2017/2018:

- St. Paul's Senior Services Nursing and Rehabilitation, John A. McColl Family Health Center, provided 1,512 clinical rotation hours for 24 registered nurses, and certified nursing aide students from a total of three different educational institutions.
- Advocacy, financial support, and basic needs totaling \$127,030 were provided to participants of three St. Paul's PACE centers for medically frail, low-income seniors.
- Hundreds of staff hours were spent on community service through participation in groups such as 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, Alzheimer's Association, and the San Diego Senior Alliance.
- The Marketing Outreach Team plan and promote events to educate the San Diego community and advocate on behalf of seniors as part of the San Diego Caregiver Coalition, the South County Action Network, San Diego Community Action Network, and the East County Senior Service Providers. Other activities include membership and chairmanship for the City of Chula Vista Commission on Aging and active membership and leadership on the San Diego County Council of Aging.
- Sponsored and hosted the 6th Annual St. Paul's Senior Services Senior Resource Fair for more than 150 attendees in May.
- Provided hundreds of hours of free use of meeting space, parking, use of children's park, and therapy pool to other non-profits that include OHR Shalom Synagogue, Registrar of Voters, the Museum School, Rotary, Toastmasters Clubs, Sharp Rees-Stealy, Southwestern College, San Diego State University, Alzheimer's San Diego, and the South Bay Family YMCA.
- Resident activities were made available to the public including dementia support groups for spouses and adult children, bible study, various denominational and non-denominational faith services, dances, concerts, and plays.



St. Paul's PACE participant, Luis,  
with Dr. Andrew Phoon M.D.



## *Social Accountability continued...*

- St. Paul's Board of Directors and committee members volunteered 1,304 hours to ensure quality services for residents and St. Paul's PACE participants, and to be an advocate for senior issues in the community.
- St. Paul's Senior Services executives 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 visiting officials in Sacramento and Washington, D.C. and through participation in state and national industry associations.
- St. Paul's Senior Services' CEO made several presentations on the rise of senior homelessness and the need for permanent housing for this population before local, state and national audiences. Additionally, a presentation on the issue of healthcare workforce shortages affecting senior care was presented before an international audience at the Global Ageing Network and E.D.E. (European Association for Directors and Providers of Long Term Care Services for the Elderly), 2018 Congress in Prague.
- St. Paul's LUV Gala volunteers helped with another 1,036 volunteer hours to make our signature annual fundraiser in August a success.
- We provided tuition reimbursement, optional employee educational opportunities such as Fred Pryor classes, and the St. Paul's Senior Services leadership program.
- St. Paul's Senior Services continues to provide programs and services with costs in excess of revenue for low-income residents and participants.

### Subsidies include:

- a) Senior Day Program with intercompany contributions of \$219,357.
- b) Costs in excess of Medi-Cal contractual reimbursement at St. Paul's Senior Services Nursing and Rehabilitation of \$396,456.
- c) Senior residents facing financial challenges received charity scholarships and rental discounts of \$204,819.
- d) St. Paul's PACE Share of Costs of \$1,112,666 were forgiven for St. Paul's PACE participants that did not have adequate income to be in the PACE program.

**Social Accountability Value for Fiscal Year 2017/2018: \$2,193,493**

# St. Paul's Senior Services Foundation



One of St. Paul's core values is helping seniors, their families, and the greater San Diego community plan for their futures. In 2018, St. Paul's hosted free San Diego Planning Partnership workshops for more than 60 people. The workshops empower individuals to create estate, long-term care, and legacy plans. St. Paul's added several members to its Heritage Society, a group of San Diego leaders who have designated St. Paul's in their estate plan to advance our mission in the future.



St. Peter's Associate Pastor Rev. Martha Anderson blessed Park West, a permanent supportive housing community in Bankers Hill developed by the San Diego Housing Commission. More than \$90,000 was raised to purchase furniture and furnishings for 47 formerly homeless seniors. Volunteers helped make homes for these seniors by setting-up the studio apartments and writing welcome notes.





Several St. Paul's PACE supporters assisted with the ribbon cutting at St. Paul's PACE in El Cajon. St. Paul's raised \$2 million to open its third St. Paul's PACE Center in San Diego County. The program now serves over 775 very low-income and frail seniors who live in San Diego.



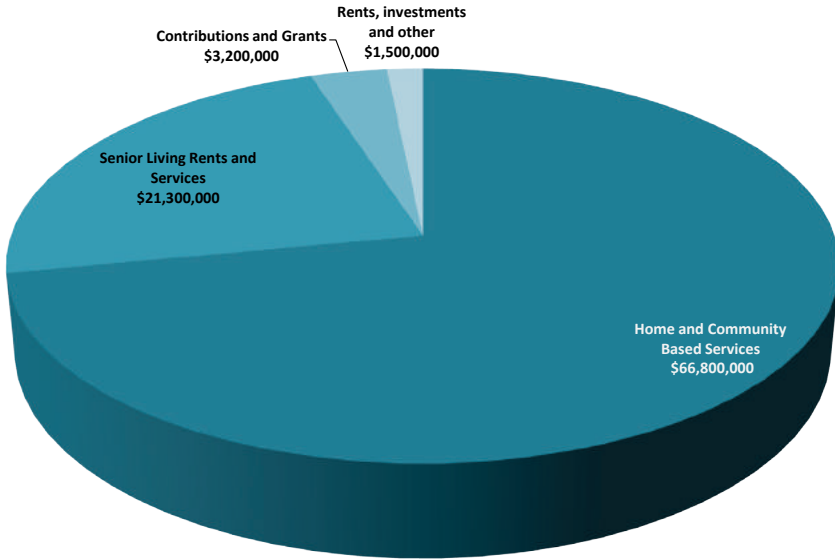
Rotarians and friends of the Uptown and Club 33 Chapters served breakfast to formerly homeless seniors at Talmadge Gateway, a permanent supportive housing community for St. Paul's PACE participants.



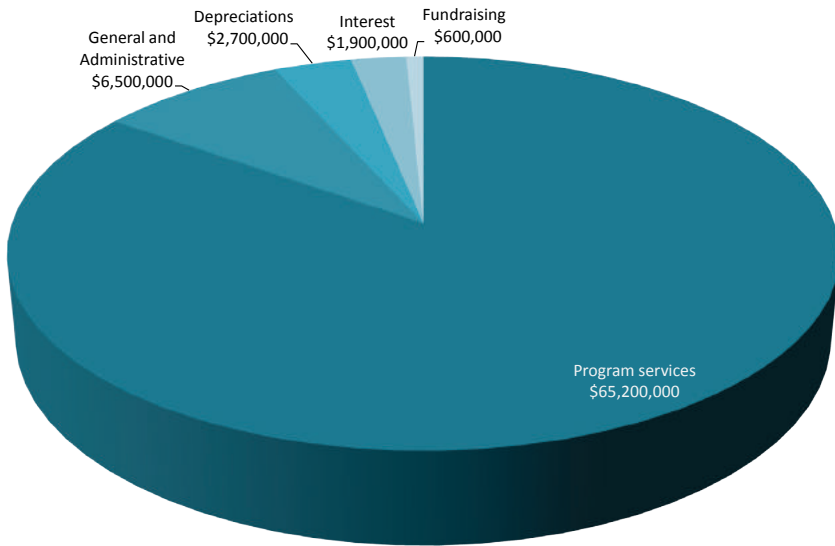
St. Paul's Senior Services staff thanked more than 400 supporters for donating their time, talent, and treasure to the annual St. Paul's LUV Gala. Net proceeds of more than \$210,000 will help with the renovation of St. Paul's Villa.

# Financial Highlights

Fiscal Year Ended August 2018



**Total 2018 revenue \$92,800,000**



**Total 2018 expenses \$76,900,000**

# Finance

## Overall Growth

- Revenues totaled \$92.8 million, a 20% increase over 2017.
- Net assets increased by \$15.9 million to \$67.4 million (includes real-estate holdings valued at 'historical cost less depreciation').
- The fair market value 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 outperformed expectations with revenues growing from \$53 million to \$68.4 million. St. Paul's PACE revenues now account for 74% of total program revenues.

Regarding census, St. Paul's Manor census increased by 12% in 2018, finishing the year at 92%; St. Paul's Villa census increased 16% and ended 2018 with 91%; Plaza grew by 22% and ended the year with 79% census. However, nursing and residential operations ended with a net loss of \$3.9 million.

**\$92.8 Million**



**Revenue**

**\$67.4 Million**



**Net Assets**





960

followers  
@StPaulsSeniorServices



660

followers  
@StPaulsSeniors



300

followers  
@StPaulsSeniorServices

CBS News Reporter Ashley Jacobs and Janet, Fitness and Activities Coordinator



## *Marketing and Public Relations*

Those seeking senior care services and information are more inclined than ever to use electronic resources, often using their mobile device. In 2018 the St. Paul's Marketing Department focused on rebuilding our St. Paul's PACE and St. Paul's Senior Services (SPSS) websites so potential clients can access information quickly and be able to make informed decisions with ease.

Our new websites feature photo and video galleries showcasing all of our communities and programs. Additionally, our websites allow potential clients to schedule tours at our communities easily. Our St. Paul's Foundation and career landing pages are now prominently featured. Company events, monthly activity calendars, and industry resources are also a new feature for potential clients, residents, and family members to enjoy.

We worked to ensure that our new websites contain relevant content to increase our internet search rankings. Some of this content includes blog posts, articles, press releases, and more. As a result, our website traffic has increased by 30 percent. We also have experienced an increase in inquiries through our websites of 181 percent.

In 2018 we were asked to join various local television stations to educate San Diego about senior care issues, including health-related challenges, senior care needs such as our St. Paul's Essential Needs Drive (SPEND), and speak to current events affecting seniors.

St. Paul's Senior Services and St. Paul's PACE were featured:

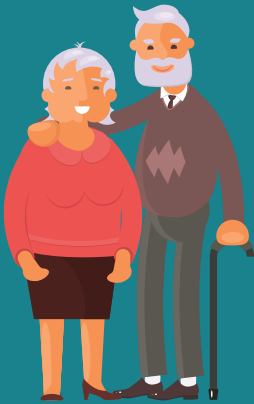
- On major television outlets 21 times in 2018.
- In print 20 times (earned media/publicity).
- Across various additional mediums a total of 70 times totaling over 7,000,000 impressions and a value of more than \$600,000.

In addition to our website improvements and public relations efforts in 2018, our social media following has grown and our content is consistently recognized as interesting and helpful. We feature compelling stories about our residents and participants and helpful content related to senior care. We also highlight the activities and fun that are part of our communities and programs. Also, to showcase the exceptional care we provide our seniors, and, to recruit more wonderful employees, we have implemented St. Paul's employee testimonials within our social media efforts.

**SAN DIEGO'S**  
*Favorite*

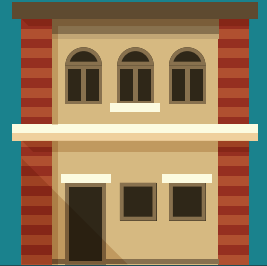
UNION-TRIBUNE READERS POLL  
2018

St. Paul's Senior Services was awarded San Diego's Favorite In-Home Eldercare Services, Favorite for Assisted Living Facility and Favorite Retirement Facility/Independent Living.



**Housed**  
**200**

homeless seniors  
(or at risk of homelessness).



**1,500+**  
seniors served  
in 2018.

**609**  
employees  
in 2018.



**\$220,000**  
LUV Gala proceeds  
which will help with the  
renovation of St. Paul's Villa.







Corporate Office: 328 Maple Street, San Diego, CA 92103  
(619) 239-6900    [StPaulsSeniors.org](http://StPaulsSeniors.org)