



Lutheran Retirement Services, Inc.



*We are a name you have
trusted for decades...*

Shepherd of the Valley Lutheran Retirement Services, Inc.
Annual Report 2015



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Our Philosophy

Mission Statement

Shepherd of the Valley Lutheran Retirement Services, Inc. is a Christian not-for-profit corporation dedicated to providing the finest quality care through an integrated continuum of services.

Vision Statement

Shepherd of the Valley will continue as a leader in providing services and support in dealing with the complexities of the aging process. The Shepherd of the Valley network of services and facilities will be tailored to meet the changing needs of individuals and their families.

Values Statement

In our daily interactions with clients, with staff, and with each other, we will be governed by the basic Christian values of **compassion, respect, dignity, spirituality, integrity and quality.**



Our Leadership Team

Shepherd of the Valley

Board of Directors UPDATE

Karen Bovard.....President
Al Copp.....Vice President
Pat Was.....Secretary
Anthony Amatore.....Treasurer
Carl Culp
Mal Culp
Peter Haenftling
Deborah Kaufmann
Pastor William Leitch
Angela Neely
Carol Olson
Scot Phillips
Barbara Rosenblum
Rick Thompson
Rev. Ann Marie Winters

Shepherd's Foundation Board of Directors

Anthony Amatore
Deb Gilbert
Pastor William Leitch
Angela Neely
Scot Phillips
John Talstein
Rick Thompson

Corporate Management Team

Richard Limongi.....Executive Director
Pastor James Brandis.....Pastoral Care Director
Victoria Brown.....Associate Director/CFO
TJ Eisenbraun.....Purchasing/Materials Director
Christine Filip.....Accounting Director
Rick Mattix.....Associate Director/Niles
Cory Parish.....Associate Director/Boardman
Tony Perrone.....Director of Donor Engagement
Danielle Procopio.....Corporate Director of Marketing,
Sales & Communication
Suzanne Rich.....Corporate CQI Coordinator
Tamara Salvino.....Associate Director/Howland
Kristine Siciliano.....Home Health Director
Kelly Stansloski.....Associate Director/Poland
Celina Williams.....Human Resource Director
Don Wilson.....Information Systems Administrator

Executive Lead

Presented by Executive Director Richard

2015: Year in Review



- Kudos to these sites for receiving above average annual Ohio Department of Health surveys:
 - Niles AL – Perfect Survey Niles Nursing – 1 citation
 - Poland AL – Perfect Survey
 - Howland AL – Perfect Survey Howland Nursing – Perfect Survey
- At Home With Shepherd was recognized for the sixth time as one of the country’s leading Home Health providers, earning the national designation of “Home Care Elite”.
- Our marketing program took a major overhaul this year. Danielle Procopio, Corporate Director of Marketing, Sales and Communications implemented a new style guide that changed all printed materials from brochures to admission paperwork. Our website had a complete re-design as well, making it easier to navigate and retrieve information. All site sales staff now report to Danielle, streamlining the communications between sites.
- Strategically, we have assessed our campuses and will be making changes to some of our facilities from both an aesthetic and functional standpoint. Our Poland Independent living is currently upgrading the condos and our Boardman Nursing facility has begun plans to renovate the front lobby and two of their neighborhoods (units). We are also preparing for the changes ahead in the healthcare landscape and are looking at ways to further improve our services.
- We hired Cory Parish as Boardman’s new Associate Director.
- Promoting our employees from within is something Shepherd of the Valley prides itself in. John Kowacich, former Assistant Director of Nursing at Shepherd of the Valley Boardman was promoted to Director of Nursing at Niles.
- A third RN Case Manager was brought on board to perform the insurance updates at our three nursing facilities. This was previously performed by the ADONs at each site. By relinquishing this task at the sites, the ADONs will have more time to focus on quality measure initiatives that directly affect not only our reimbursement, but our five star ratings.
- Our Niles and Howland campuses are now an Anthem Provider which makes us more attractive in the community, while improving our nursing facility occupancy. Our Boardman Nursing Facility has been Anthem approved for some time.

Leadership Report

Limongi and Board President Karen Bovard



*Executive Director Richard Limongi
and Board President Karen Bovard*

**“Strategic Planning is worthless—
unless there is first a strategic vision.” John Naisbitt**

This year we celebrate 44 years of serving older adults in the Mahoning Valley. We started 2014 building a strategic plan, looking back on what we have accomplished and planning ahead for where we are going and how to get there. Our prior strategic plans have served as a foundation for the new as we looked for ways to make improvements or change course as needed. The landscape of healthcare is rapidly changing due to the Affordable Care Act, the IMPACT bill, regulatory changes at the federal and state level and health care marketplace changes. Our challenge, is to wisely invest our resources to sustain us and better serve our clients tomorrow.

The Board of Directors, Executive Director and senior staff worked together at the beginning of this year to determine the direction of the organization in 2015 through 2017. Our new strategic plan encompasses seven operational areas: Marketing; Financial Stability; Quality and Technology; Continuum of Care; Workforce; Facilities; Partnerships and Collaborations. The Board chose to make Faith the underlying concept of the plan since it has been an essential part of establishing Shepherd of the Valley, guiding our planning and continuing to guide us today.

We have already implemented many of the goals of the plan. As part of our facilities initiative, we will be building a new 32-bed, short term skilled nursing facility on our Poland campus. We have received approval from the Ohio Department of Health and plan to break ground in March of 2016. Completion should occur March of 2017. We continue to evaluate our other existing communities to ensure that they remain competitive and marketable. Our goal is to maintain and offer state of the art care campuses, meeting and exceeding the consumer, payor and regulatory needs.

We could not do our jobs without the wonderful staff we have here at Shepherd of the Valley. Our workforce initiative spent a great deal of time looking at our current recruitment and retention efforts. We have made revisions to existing programs and implemented new processes in an effort to improve the recruitment and retention of valuable employees. Shepherd continues to be committed to maintaining a talented workforce that delivers superior services leading to quality outcomes for the people we serve.

Under our continuum of care initiative, we implemented a revised discharge process that we believe will result in better outcomes for our skilled care residents through decreased re-hospitalizations for acute episodes. We are also implementing the “Survey 365 Program” tool in all of our communities, at all levels. This program consists of environmental rounds checklists, staffing tool revisions and new clinical survey training, including dementia focused education.

While we do not know what the future holds for our independent, assisted living, skilled care and community services, we do know that there is a constant flux in senior living. We will continue to follow our mission – asking questions, seeking answers to find the best practices for our older adults as they endeavor to age in place. As our strategic plan serves as our “road map” for the organization’s future, our ultimate vision is that as we plan, invest, and act today, to ensure that Shepherd of the Valley Lutheran Retirement Services will serve generations to come.

CORPORATE



Victoria Brown

Chief Financial Officer & Associate Director

2015 YTD In Review

Based on January 1, 2015—September 30, 2015

185,094

Bed Days Available

359

Number of Employees (FTE's)

147,959

Total Occupied Beds

21,792

Home Health Visits

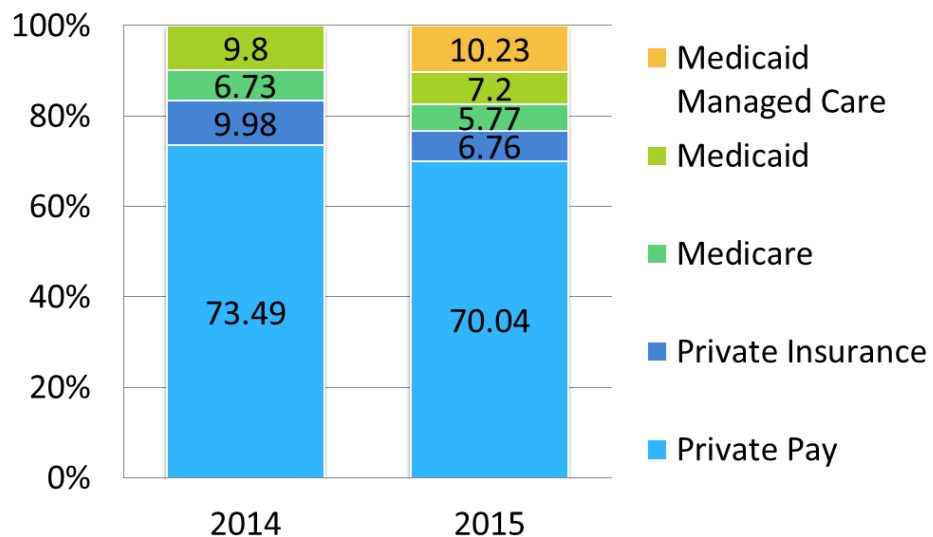
79.94%

Overall Occupancy

1544

Volunteer Hours

Corporate Wide Payor Mix



2014 Year in Review: By the Numbers

In 2014

247,470

200,584
Total Occupied Beds

81.05%

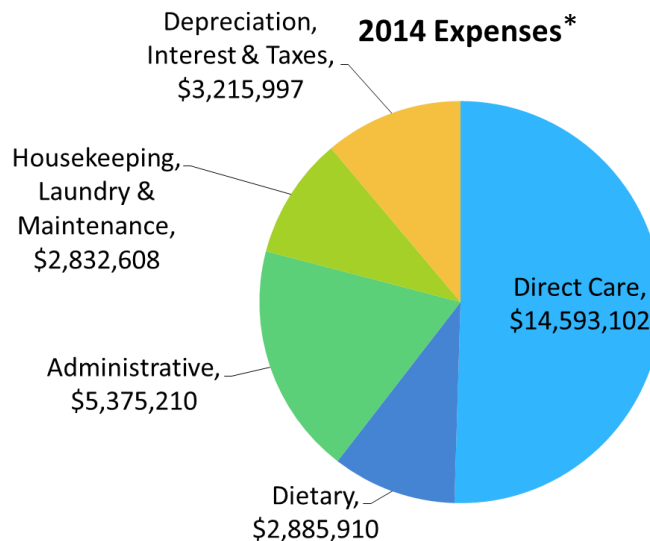
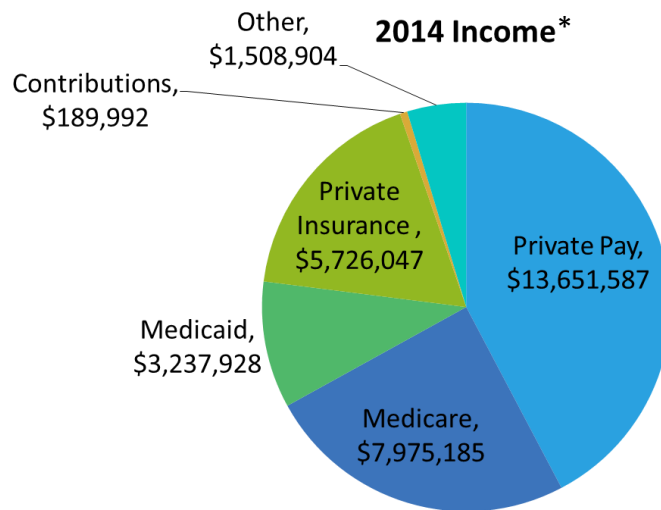
379

Number of Employees (FTE's)

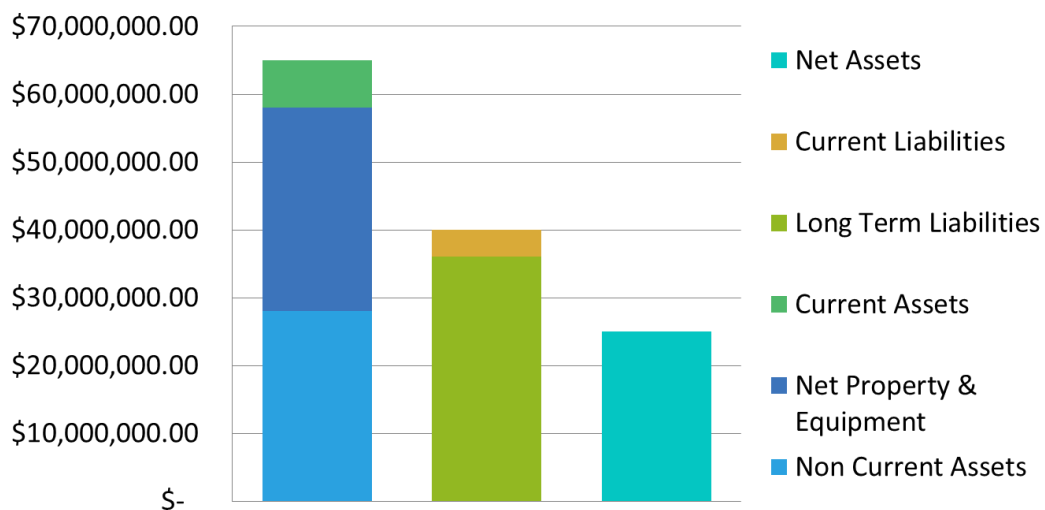
25,730

1,649
Volunteer Hours

Based on January 1, 2014—December 31, 2014



2014 Balance Sheet*



**Combined data from Shepherd of the Valley Audit and Shepherd's Foundation Audit*

**Boardman resident Jean Roepke went to the
YSU softball fields & watched the YSU
women's college softball team play Kent State.**





Jean was a former softball player who loved the diamond. In 1945, she played right field for the Boardmanettes, a women's fast pitch softball team that used to play at Boardman Park. Jean misses her days on the field so we took her to a Youngstown State University softball game. Jean met the team, took several photos and watched the first pitch thrown out to right field in honor of Jean's position. At the end of the game, she was presented with a signed softball and an invitation to return to more games in the future.

"The best part of the day was walking out on the mound. It has been a long time since I have walked that far."

BOARDMAN



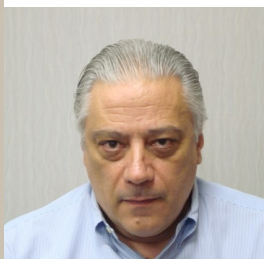
Cory Parish
Associate Director

Welcome our new management team members!

Cory Parish
Associate Director

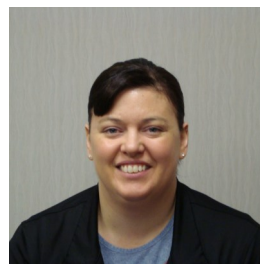
Cory started with Shepherd in September 2015. He is from Niles, Ohio and a graduate of Marietta College. Cory completed his AIT internship at Boardman from 2011-2012. Before returning to Shepherd, he worked at a mental health home in Geneva and a skilled nursing facility in Cleveland.

Mike Marsco
Environmental Services Director



Mike started in March 2015 and brought over 30 years of experience in healthcare, previously working in nursing homes and hospitals. Mike has two sons and lives in Girard.

Christine King
Assistant Director of Nursing



Christine began working at Shepherd in December 2013 and was promoted to ADON in May 2015. She lives in Sharpsville, Pennsylvania with her two sons, Kevin and Jeremy.

2015 has been a busy year for Boardman with several staff changes and several successful community events. Last Christmas, the community hosted Breakfast with Santa. We provided three Second Wind Dreams, granting wishes of our residents. Our environmental services team has been busy updating landscaping, painting and replacing the awnings to update our exterior. We have established several specific nursing initiatives intended to improve our quality measures. We have seen great success!

Boardman

By the Numbers

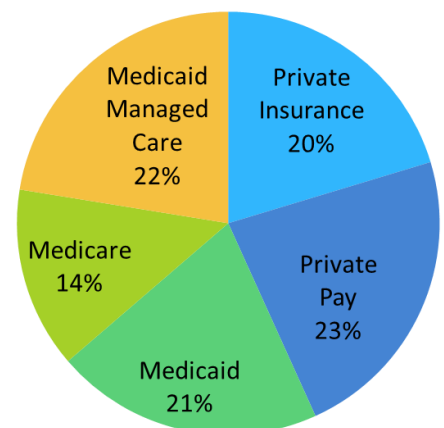
Skilled Nursing
89 Beds

82.42%
Occupancy

226
Total YTD Admissions

29.76
YTD Average Length
of Rehab Stay

Boardman Payor Mix



All data is based on Q1, Q2 and Q3.
YTD is January 1, 2015 through
September 30, 2015



Our rehospitalization rate is improving.

Short-term residents averaged nine per month in 2014 and are averaging five per month in 2015. Boardman's YTD rehospitalization rate is 20.7%, lower than the 23% statewide average.



Our residents and families are extremely satisfied.

Boardman received an 89.26% family satisfaction score and a 96.11% resident satisfaction score. Both surpassed the state goals. The resident survey was 15th in the state of Ohio.



We are providing quality care by building relationships with our patients.

Boardman was recognized by the Ohio Person-Centered Care Coalition Quality Improvement Project for Consistent Assignment.



Howland resident and breast cancer survivor Blicher has a Relay For Life held in her honor



Survivor Rosemary
or.

92 year old Rosemary Blicher survived breast cancer and has participated in Relay For Life ever since. Rosemary is particularly passionate about fighting back against a disease that almost took her life. The Howland staff decided to have their own Relay to honor Rosemary and celebrate all the cancer survivors that live and work at Howland.

Rosemary attended the Warren Relay For Life that very weekend and was crowned queen of the Relay.

"I am so very fortunate to have survived cancer so many years ago and still be here. It's an honor to celebrate that milestone with all of you."



HOWLAND



Tamara Salvino
Associate Director

Howland By the Numbers

Independent

94 Units

88.33%

Occupancy

15

Total YTD Admissions

Assisted Living

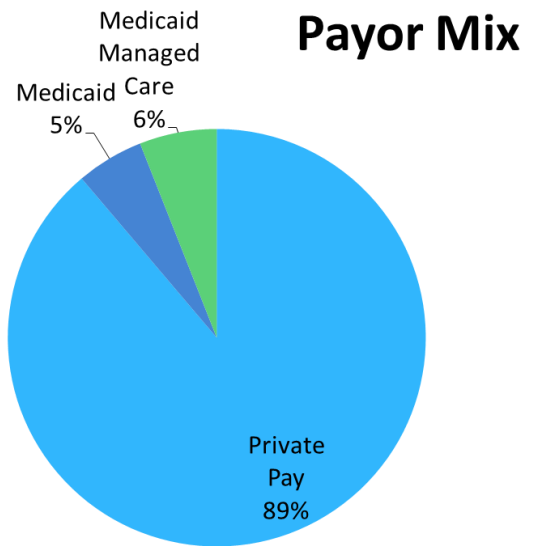
57 Beds

89.8%

Occupancy

28

Total YTD Admissions



All data is based on Q1, Q2 and Q3.
YTD is January 1, 2015 through
September 30, 2015



We are a five star facility.

Howland received the highest marks on the five-star, quality rating scale. They also received deficiency free surveys from the Ohio Department of Health for both their Nursing and Assisted Living facilities.



We have implemented a new respiratory program.

Howland partnered with Respiratory Care Partners to provide a targeted respiratory program for residents with COPD.



We have committed to making technology available to our seniors

Howland was granted 16 computers through Computer Reach and have included programming to address technology for seniors.

Skilled Nursing

80 Beds

78.11%

Occupancy

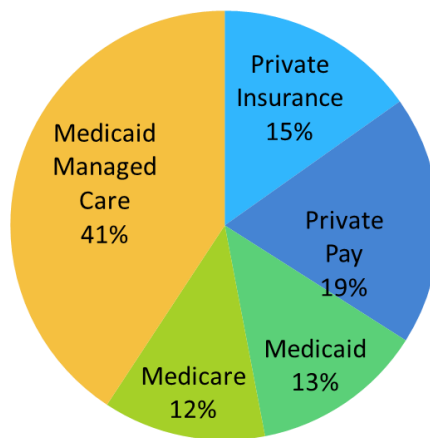
280

Total YTD Admissions

22.68

YTD Average Length of Rehab Stay

Payor Mix



All data is based on Q1, Q2 and Q3. YTD is January 1, 2015 through September 30, 2015

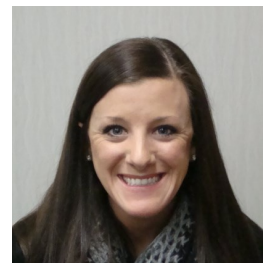
Welcome our new management team members!

Kristen Ellashek, RN
Residential Coordinator



Kristen joined Howland in 2015 as the Residential Coordinator for their Assisted Living. She previously worked as a surveyor for the state of Ohio. Kristen lives in Austintown with her daughter.

Lindsey Schimley, LSW
Director of Social Services



Lindsey joined Shepherd of the Valley in 2015 as their Director of Social Services. Previously, she worked as a social worker for Windsor House at O'Brien Memorial. She lives in Niles with her husband and her new baby boy, Evan.

Niles partnered with the Central YMCA to get resident Dorothy Righetti back into the water to swim again.





98 year-old Dorothy Righetti wanted to get back in the pool and relive childhood memories of sneaking to Mosquito Lake with her brothers. Shepherd partnered with the Central YMCA in downtown Youngstown and made it possible for her to swim again. Dorothy was overcome with joy when she got into the water and was able to stand and walk unassisted for the first time in a very long time. Aquatic Director Tara Bishop was essential to making this dream come true.

"It was an honor to be a part of Dorothy's dream and watch her walk again. This was a gift for me to participate in her dream."



Niles



Rick Mattix
Associate Director



Our Assisted Living had a perfect survey.

Our Assisted Living received a deficiency-free survey from the Ohio Department of Health during their recent visit. Our Nursing survey was near perfect, only receiving one minor deficiency.



Our families are extremely satisfied.

Niles received a 90% family satisfaction score, well above the statewide average and the highest in our corporation.



Our Quality Measures are improving each quarter.

In Q1 2014, 23.1% of our residents were reporting mild to moderate pain. In Q3 2015, we saw a reduction in those reporting pain to 7.1%. In 2014, an average of 3.9% of our short term residents were utilizing antipsychotic medications. In 2015, an average of 2.4% of short term residents received antipsychotics.

Niles

By the Numbers

Skilled Nursing

79 Beds

81.81%

Occupancy

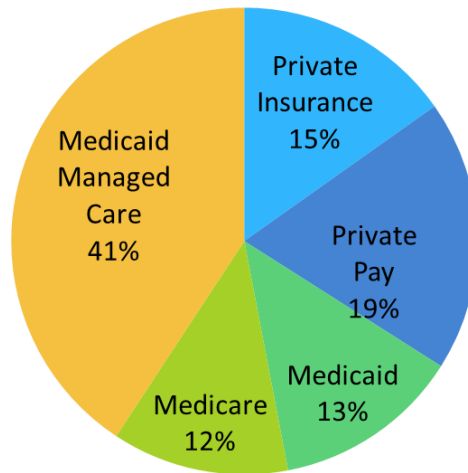
148

Total YTD Admissions

28.67

YTD Average Length of Rehab Stay

Payor Mix



All data is based on Q1, Q2 and Q3. YTD is January 1, 2015 through September 30, 2015

Welcome our new management team member!

John Kowacich

Director of Nursing



John joined Shepherd in 2014 as Boardman's Assistant Director of Nursing. In 2015, he was promoted to Director of Nursing for the Niles campus. John brings many years of nursing experience, specifically as a Director of nursing. John lives in Boardman with his family.

Assisted Living

80 Beds

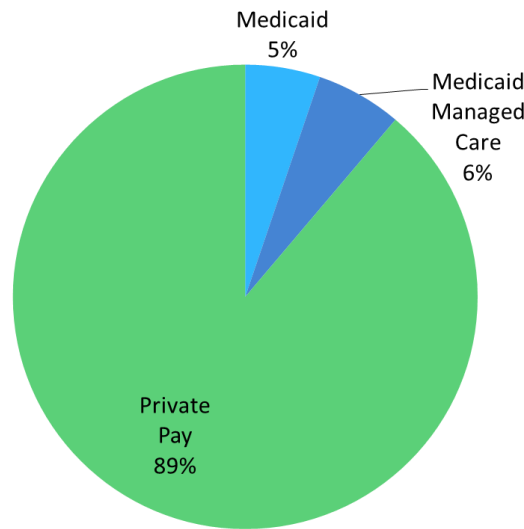
55.67%

Occupancy

15

Total YTD Admissions

AL Payor Mix



All data is based on Q1, Q2 and Q3. YTD is January 1, 2015 through September 30, 2015

Independent

50 Units

77.30%

Occupancy

3

Total YTD Admissions



Poland resident Lousie Joachim wanted to feel through her hair and have one more r



**Feel the wind blow
on a motorcycle ride.**

The one and only time 92 year old Louise Joachim rode a motorcycle was 13 years ago during a visit to San Francisco. Ever since that ride, she has wanted to take another ride. Shepherd of the Valley reached out to the Warren Harley Davidson for help. They got her dressed in Harley gear and helped coordinate a sensational send-off for her. Louise rode in a sidecar alongside the Warren, Ohio HOG group for approximately 20 minutes.

"I feel like a celebrity today. I don't feel quite twenty years old, maybe thirty nine! It was the greatest and so much fun. Everyone had to stop for us. I'm ready to make reservations for when I am 93."

Poland



Kelly Stansloski
Associate Director

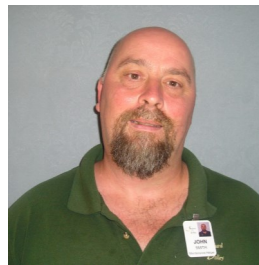
Welcome our new management team members!

Lisa Slipkovich
Activity Director



Lisa worked as an activity assistant at Poland before transferring to be Boardman's Administrative Assistant. In 2015, she was promoted to Poland's Activity Director. Lisa lives in Youngstown with her husband and four children.

John Smith
Maintenance Director



John started at Boardman in security 10 years ago. He transferred to Poland and was promoted to Maintenance Director in 2014. John likes to ride his motorcycle and was one of the bikers to ride alongside Louise Joachim.



Congratulations, Lisa!

Lisa Slipkovich was awarded the LeadingAge Ohio Foundation Scholarship! Lisa received a \$1500 scholarship to assist in pursuing her Activity Director certification. Upon completion, she will be continuing her education at Youngstown State University to attain her Bachelor's Degree in Health Administration.



We had a perfect Assisted Living Survey !

Our most recent survey from the Ohio Department of Health was deficiency-free!



We now have WiFi available to our residents and visitors.

Thanks to our IT department, our Assisted Living is now set up for wireless internet access for our residents and visitors!



We will be expanding to include skilled nursing.

In March 2016, we will break ground to add a 32-bed nursing facility to the Poland community. The addition will include a rehab gym and a therapy pool.

Poland

By the Numbers

Independent

86 Beds

74.35%

Occupancy

15

Total YTD Admissions

Assisted Living

66 Beds

100%

Occupancy

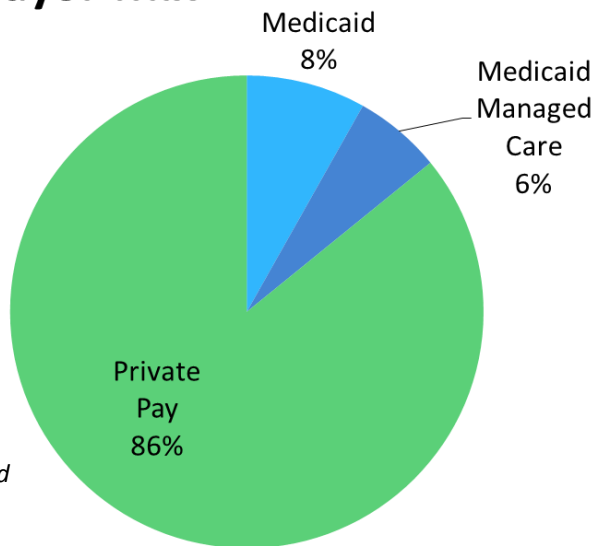
19

Total YTD Admissions

Congratulations to our Poland Assisted Living for achieving and maintaining 100% occupancy.

They currently have a wait list of more than 20 future residents.

Assisted Living Payor Mix



All data is based on Q1, Q2 and Q3. YTD is January 1, 2015 through September 30, 2015



at Home
WITH SHEPHERD

Kris Siciliano
Home Health Director

At Home With Shepherd has faced many challenges and achieved many accomplishments in 2015. Home health agencies across the country have been working through the compliance changes presented by the Centers for Medicare and Medicaid Services. We have had many successes despite these transitions.



We had a perfect survey!

At Home With Shepherd received a deficiency-free triennial State Survey Conducted by the Ohio Department of Health



We are a nationally recognized home health, awarded HomeCare Elite for the last four years!

Each year, HomeCare Elite identifies the top 25% of the 12,248 Medicare-certified home care agencies. For the last four consecutive years, At Home With Shepherd has been recognized as Home Care Elite. This year, we were named one of the top 500 agencies in the country.



We were given a 4 1/2 star rating by the Centers for Medicare and Medicaid Services.

As of July 2015, Home health agencies are part of the Centers for Medicare and Medicaid Services 5-star rating system, which incorporates evaluations of patient mobility in its assessment of an agency's overall effectiveness. The national average for star ratings is 3 stars. At Home With Shepherd received a 4.5 star rating.

Home Health: By the Numbers

In 2014

January 1, 2014-
December 31, 2014

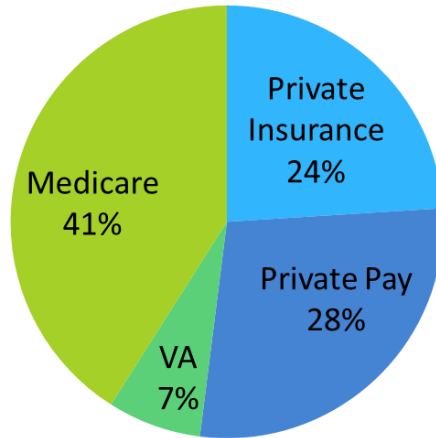
230

Average Daily Census

25,730

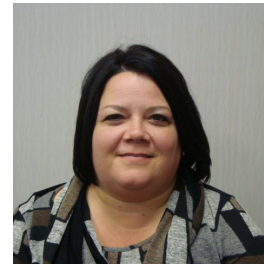
Total Billable Visits in 2014

2014 Payor Mix

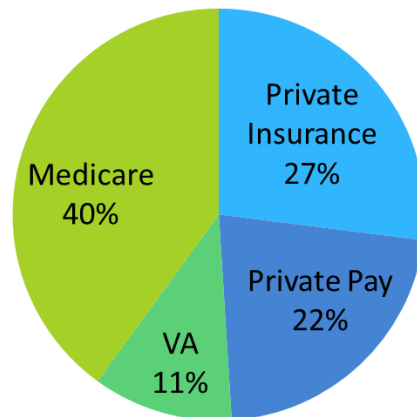


*Welcome our new
management team
member!*

Jody Peterson, RN
Clinical Manager



2015 Payor Mix



In 2015

YTD January 1, 2015-
September 30, 2015

216

Average Daily Census

21,792

Total Billable Visits in 2015

Jody has been a nurse for 7 years, working in trauma as well as home health before joining Shepherd. She has recorded her own album in Nashville! Jody has three children and a grandson and lives in Bazetta.

**We are excited to announce the launch of a new fall prevention program,
*Steady Steps with Shepherd.***

Steady Steps is a targeted program offered through our home health which will help to identify and address predisposed risks of falling.

Participants will be working with a nurse, pharmacist, physical and occupational therapists and home modification specialists to keep them safe.



Steady Steps
WITH SHEPHERD



Shepherd's Foundation

Tony Perrone

Director of Donor Engagement



The Shepherd's Foundation has spent the better part of 2015 meeting with residents and their families, employees, business partners, financial advisors and the general public to tell "our story." With 44 years of history under our belt, Shepherd of the Valley is filled with great stories of the inspiring lives that our residents led before coming to us. We have learned of the impact that our employees have made in the lives of the patients that they have cared for. When introducing the mission of our Foundation to the community, these are the stories that we tell.

Since the beginning of the year we have maintained weekly visits at all four of our campuses, meeting regularly with our employees, our residents and their families to hear their ideas for how we can make things better. Beginning in January we held ice cream socials specifically to say "thank you" to our residents and employees for supporting Shepherd's Foundation. Planning those events led to forming a business partnership with Katie's Korner Ice Cream. We believe in supporting our local businesses and we very much appreciate their support in return.

Each year, our vendors support the work we do to benefit our residents and employees by contributing to the Foundation. We have added more than 500 new individual and business contacts to our database. These new people will be asked to invest in our mission through our public appeal in Fall, 2015. We anticipate their strong response to our telling the story of who we are and what we do with the contributions given to the Shepherd's Foundation.

Our first Wine Social generated much excitement and enthusiasm for Shepherd of the Valley. Our goal was to introduce the Foundation to a group of new people that have not contributed to our programs and activities in the past. It was a great time and we are looking forward to hosting the next one. We hope you'll join us!

2016 will expand our potential for financial growth. We plan to actively appreciate our investor base and work to educate current and potential donors about the options for supporting the Foundation. It is our intention to be more progressive and aggressive in our approach to ensuring the success of our residents, our employees and our community. We will focus on planned giving programs and work closely with financial advisors to ensure that we are giving our investors what they want.

Thank you for your continued support of the Shepherd's Foundation! We look forward to more opportunities to continue telling "our story."

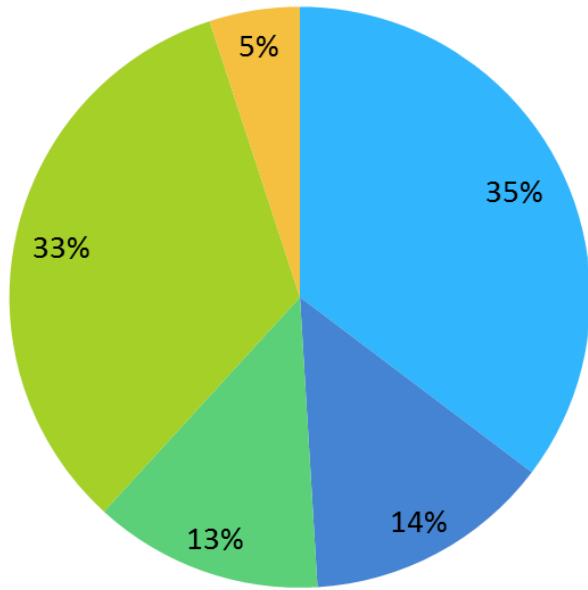
Sincerely,

Tony Perrone
Director of Donor Engagement

Shepherd's Foundation

Financial Highlights

Contribution Income October 1, 2014 - September 30, 2015

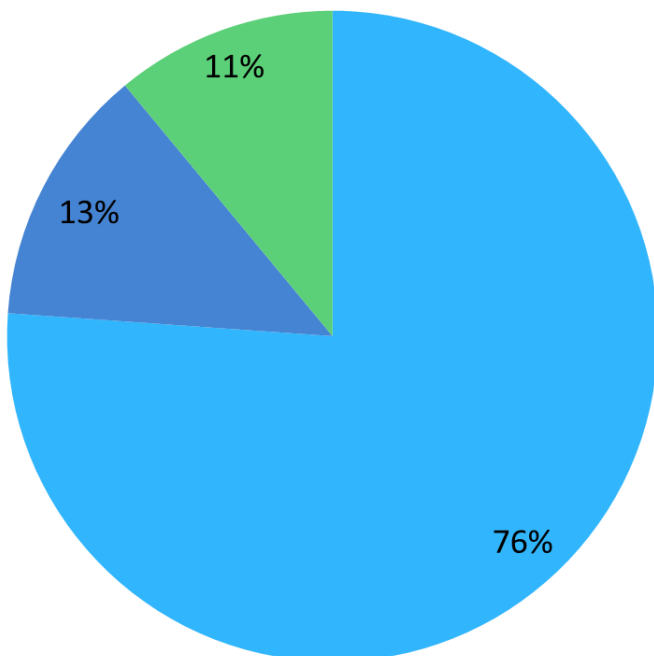


- Benevolent Care
- Staff Appreciation
- Site Projects
- Unrestricted
- Miscellaneous

Total income: \$122,745.65



Grant Distribution October 1, 2014 - September 30, 2015



- Benevolent Care
\$55,850
- Staff Appreciation and Education
\$9,446.29
- Resident- Activities, Program & Care Environment
\$8,072.64

Total distributed: \$73,368.93



*Our story,
your legacy.*

Shepherd's Circle recognizes people who have supported the Foundation through annual giving.

Platinum Partners

*Honoring those whose gifts totaled \$2,500 or more for the period of
October 1, 2014—September 30, 2015.*

Blue Sky Therapy/WSB Rehab
Mrs. Alene Fee
Life Fleet
MediRx Pharmacy
Mr. & Mrs. Ralph G. Nalbach
Mr. Edward J. Persino, Sr.
Arnold D. & Helen R. Stambaugh Charitable Foundation

Gold Fellowship

*Honoring those whose gifts totaled \$1,000—\$2,499 for the period of
October 1, 2014—September 30, 2015.*

Ms. Ruth E. Burkey	Mahoning Valley Hospital Foundation
Mrs. Betty V. Davis	Mr. Joseph L. Murphy
Frank & Pearl Gelbman Foundation	Dr. & Mrs. Dan N. Olson
Mr. & Mrs. Charles Gilbert	Mr. Robert Persino
Mr. & Mrs. Joseph Grima	Thrivent Financial for Lutherans - HQ
Hill, Barth & King, LLC	Thrivent Financial for Lutherans-
Mr. & Mrs. Donald Kacmar	Mahoning
Ms. Dorothea M. Lipp	Mr. William Ward
	Miss Nancy Wick

Silver Society

*Honoring those whose gifts totaled \$500—\$999 for the period of
October 1, 2014—September 30, 2015.*

Mrs. Verna Barzak	Mr. John Radu
Biviano Carpet One	Rockwood Painting Contractors, LLC
Cavalier Mobile X-Ray	Rohovsky Family Foundation
Ms. Lois Higgins	Seven Seventeen Credit Union
Mr. Edward T. Johnson	SOV-Howland Staff
Mr. Todd A. Kuramoto	Thrivent Financial for Lutherans-Trumbull
Mr. & Mrs. Richard Limongi	Ms. Judy White
Mr. & Mrs. Robert Martin	

Bronze Club

*Honoring those whose gifts totaled \$100—\$499 for the period of
October 1, 2014—September 30, 2015.*

Accelerated Financial Planning Services
American Beauty
Anonymous Donor
Mr. & Mrs. Richard Anzevino
B&B Lawn & Landscaping
Ms. Mary Bate
Ms. Carolle Bauer
Mr. & Mrs. Charles Bayman
Ms. Debora H. Biery
Mrs. Mary Bishoff
Ms. Paula Blakeman
Mr. Raymond J. Braidich
Ms. Michele Bretz
Ms. Ruth E. Broad
Mrs. Victoria Brown
Mrs. Maureen E. Burian-McLaren
Mr. & Mrs. Robert Burnside
Ms. Rebecca Carvin
Ms. Diane Casolo
Atty. Diane L. Chermely
Mr. V. Leon Clouse
Coates Car Care, Inc.
Mr. & Mrs. Bruce M. Constantine
Mr. & Mrs. Wayne N. Cornelius
Mr. & Mrs. Roger Cousineau
Ms. Pearl Cox
Mr. Mark A. Davidson
Mr. & Mrs. Edward Davis
Mrs. Wanda Davis
Judith W. Dawson
Mrs. Alice Demas
Do-Cut
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