Could one word describe an entire year at Western Home Communities? It seems possible for 2014, and the word is growth.

Contractors and concrete crews went to town on four new streets, 28 villas and two nursing cottages at our south campus in Cedar Falls. By year’s end, new residents were settled in four of those villas, and most of the exterior work on the cottages was finished.

The city completed its three-year reconstruction of South Main Street, the western border of south campus, and opened Prairie Parkway, the eastern border. Now we have new and improved access from either direction.

New assisted living communities opened in outlying communities: Winding Creek Meadows in Jesup debuted in February, followed by The Elms in Reinbeck in July. Hundreds attended the open houses in both towns as new residents settled in quickly.
Construction projects capture our attention because they change the landscape and we can watch the progress. Significant growth also occurred in less-visible, yet no less important, ways.

- Transportation growth needed attention, so vans were purchased mid-summer to accommodate the 4,300+ trips made for medical appointments each year. Residents appreciate the comfortable and quiet ride, which also happens to be more economical.

- We transitioned to the household model of care at Martin Health Center and began PersonFirst® trainings with train-the-trainer sessions. Trained employees then taught others throughout the organization. The goal of PersonFirst® is to enhance relationships with nursing home residents, especially those with cognitive impairments. Participants learn how to create meaningful moments through conversation and open-ended questions.

As we anticipated the opening of The Cottages, we moved forward together toward creating home: a place to live with dignity, choice and spontaneity.

- The unfolding of healthcare reform moved long-term care from a back seat to the front row. My time focused on driving conversations with leaders of health systems, managed care companies, Medicare Advantage Plans (MA or Part C) and Medicare Shared Savings Programs in Iowa and beyond, helping us align for the future in a way that best serves the needs of our older population.

Speaking of all this growth: Occasionally someone expresses a concern that we’re getting “too big” or that we’ll lose our culture.

Our culture is not based on size, but on the enduring values of people first, servant spirit, financial integrity and community partner. Those remain our focus and help us fulfill our mission and vision: to assertively create fulfilling lifestyles.

We’re all the keepers of our culture. It only gets stronger as we grow in Cedar Falls, and as we share our passion and purpose with other communities.

Moving forward,

Kris W. Hansen, CPA
Chief Executive Officer
Almost anywhere you look at Western Home Communities, you’ll see the influence of Friends of Western Home Communities. The group celebrated 40 years of service in 2014 and celebrated with a blockbuster year of educational programs, fundraising and community support.

Residents were invited to expand their understanding of the world around us with Friends programs about India, aprons, bees, owls and Alzheimer’s, to name a few. Friends’ annual calendar also included the fundraising breakfast in September, the Handcrafted Holiday sale and show in October, and the Windy Hill Singers Christmas show in December.

The majority of volunteer hours, however, are invested in service to individuals. That may include mending, reading, walking, accompanying residents to appointments, helping with computer tasks or assisting with correspondence.

Projects that became reality because of financial support from Friends include:

- Quadricycle for use on the trails
- Renovation of solarium at Stanard Family Assisted Living
- Outdoor porch and courtyard furniture for The Cottages
- Additional folding chairs for events
- Shirts, music and keyboard for Windy Hill Singers
- Wii game consoles and televisions for buildings
- Portable vital signs monitors

Employees and residents mingle at the 40th Annual Friends of WHC Breakfast in September, an excellent showcase of volunteer engagement and a social highlight of the season.

Martha Hansen, apron collector extraordinaire, presented an apron style show to a packed house in May.

“The United Gingham Sisters” - all the attendees who wore gingham aprons at the May luncheon!
Our mission

Western Home Communities is a charitable Christian service organization that assertively creates fulfilling lifestyles for those we serve, their families and our employees.

Whether an employee serves for a year, a decade or a lifetime, they’re part of the mission here. Perhaps that’s why people tend to stay for a while when they join the organization. Some of those who celebrated milestones in 2014 are pictured below.

Employees celebrate Jeri Nelson (center in pink), a 27-year CNA at Martin Center. Jeri received LeadingAge Iowa’s “Caregiver of the Year” award at the 2014 fall conference.

We recognize and appreciate the dedicated service of our employees. It’s their day-in and day-out work that the community honors when they vote us 1st Place “Best of the Best” for nursing care and assisted living. It’s the culture they create that resulted in our repeat selection as an Employer of Choice in 2014.

Financial Resources Laison Peggy Makinster celebrated 40 years of employment in 2014. She is our longest-serving employee.

Carol Peters, 25 years
Windgrace Resident Coordinator

Deb Volgarino, 20 years
Home Solutions Navigator, atHome with Western Home

Sharon Lukes, 20 years
Senior Director of Assisted Living

Jan Heth, 25 years
assistant to COO Jerry Harris

Robin Wilson
20 years
CNA at Stanard Family Assisted Living

Kevin Bonorden
20 years
South Campus Maintenance
An idea planted several years ago in the mind of Susan Card burst into full bloom during 2014. “Reading with Jean” honors her late mother’s life by building moments, not monuments, and fulfills the mission of Western Home Communities in the process.

Jean and Bill Card made Windcove their home when the community opened in 2004. Bill died two years later, and Jean eventually lived at Thalman Square Memory Support Assisted Living and Martin Health Center. Jean had been a long-time volunteer at the Cedar Falls Public Library, and reading together remained a favorite past-time for the mother-daughter duo, until Jean passed away in 2013.

“She could participate by turning the page or even following along the text with her hands, so I knew she was thinking and interacting with me,” recalls Susan. “We’d often go into the community room after dinner to read and enjoy the outdoor view. I noticed other residents wanted to join in, so I knew there was a need to be filled.”

The idea germinated. Lynn Troutmann and Heidi Aldrich, friends of Susan’s since their school days at NU High, encouraged Susan and signed on as early volunteers; Susan calls them integral partners in developing the program. “Reading with Jean” matches volunteers with a resident of Martin Health Center; they meet regularly to read together, share stories and form friendships.

Lynn shared the opportunity with her mom, Donnabelle Miller, a villa resident, who became part of the first group of volunteers to be matched with residents in May. Donnabelle now reconnects with one of her high school classmates, Marge Brom, during their reading times. One book they’ve enjoyed is “Then Sings My Soul” by Robert Morgan. The collection of short stories shares the inspiring background of favorite hymns.

“This is a good choice because the stories are the right length for our time together,” explains Donnabelle, who is thankful to share a partnership with Marge. “We are a good match because we enjoy sharing memories of our childhood days in Des Moines and I like learning about Marge’s interesting life. She is a very accomplished woman. Did you know she was a pilot?”

Both women graduated from Theodore Roosevelt High School in Des Moines; Donnabelle brought in a yearbook to see if they had any mutual friends. Marge has been generous with her life stories and Donnabelle can repeat them with respect and with gratitude for their friendship.

“If anything has been surprising to me, it’s the depth of enjoyment and life enrichment gained by the volunteers,” says Susan. “I love to hear their stories.”

Director of Volunteer Services Carolyn Martin agrees that the program has created an outlet for learning, relaxation, fun and fellowship. “They’ve devoted hours of time, and opened many doors for conversation and laughs,” she says.

Susan makes it easy for volunteers to engage with their Reading with Jean partner. She suggests books that have been enjoyed by others and stocks a small library with some duplicate copies at the Martin Health Center.
Susan shares the story of “Reading with Jean” often, with groups such as Altrusa, PEO and Friends of Cedar Falls Public Library. The initial group of volunteers grew from nine to 15. The more volunteers who step forward, the more fulfilling lifestyles are created.

“My reading partner and I both have something to offer and something to receive,” says volunteer Mary Traetow. “I feel that I am contributing to something worthwhile.”

Volunteers support the mission and vision

1,569 acts of service
8,422 hours donated
(a value of $194,295.54)

Holly Schwertdfeger (right) received a Mayors Volunteer Award in April.

Several “Reading with Jean” volunteers, from left: Mimi Zischke, Denise Clipperton, Donnabelle Miller, Susan Card, Lynn Trautmann, Holly Crandall, Heidi Aldrich, Nancie Handorf, Jeannie McElvain and Genevieve Manatt.

The Windy Hill Singers, our resident choir led by director Martha Hansen, received the Governor’s Volunteer Award at a UNI ceremony in June.
Culture of philanthropy grows stronger

A record number of 870 donors contributed to Western Home Communities through the Western Home Foundation in 2014. They donated $3.1 million in pledges and gifts, including memorials, the annual golf outing, estate gifts and the end-of-year appeal.

Foundation highlights for 2014

▶ Honoring 25-year resident and centenarian Martha Nation for her lead gift toward the construction of Nation Cottage
▶ Hosting the annual appreciation luncheon in May to thank supporters for their generosity
▶ Welcoming 120 golfers and raising $53,000 on a rainy chilly September day at the 17th annual golf outing
▶ Assisting a volunteer-driven effort to raise money for It’s Never 2 Late (IN2L) life-enriching computer systems for Windhaven and Thalman Square residents
▶ Meeting a $1 million challenge from Jim and Phyllis Jorgensen to help fund the wellness and community center
Western Home Communities provides enormous value to the greater Cedar Valley, both in economic impact and in service.

Charitable care provided in 2014: $1,095,517

This amount reflects the difference between the actual cost to provide nursing care and the reimbursement from Medicaid. Residents stay in our care even when they outlive their resources.

A core value: community partner

As a non-profit, mission-driven organization, we demonstrate our commitment to providing community benefit in various ways:

- Providing space free of charge for community groups, such as Cedar Falls Lions Club which meets weekly at Windridge
- Delivering Meals on Wheels® monthly to Cedar Falls residents who depend on the service for adequate nutrition, donating 100 hours of employee time in 2014
- Supervising college interns in areas such as administration, leisure services, dietetics and admissions; four internships in 2014
- Offering countless hours of time and service to share professional expertise with other non-profit organizations and associations

During 2014, these non-profit service organizations received donations, in-kind support or volunteer time from Western Home Communities:

- Boy Scouts of America, Winnebago Council
- Humane Society - Cedar Falls Community Main Street
- Cedar Falls Community Theatre
- Cedar Falls Lions Club
- Covenant Foundation
- Eastern Iowa Alzheimer’s Association
- Gallagher-Bluedorn Performing Arts Center
- Go Red for Women, American Heart Association
- Keepsake Quilters Guild
- Northeast Iowa Area Agency on Aging
- Northeast Iowa Food Bank
- Salvation Army
- Sartori Foundation
- Sturgis Falls Celebration
- Women in Philanthropy, Northeast Iowa Community Foundation

Special thanks to the volunteer board members who donated their time and service to Western Home Communities in 2014:

Scott Bittner, Chair    Joyce Coil
Bill Witt, Vice Chair   Steve Firman
Kathy Flynn, Secretary  Rosi Fowler
Willard Jenkins, Treasurer  Larry Fox
Marlene Behn            Floyd Winter

Employees and residents supported the September Walk to End Alzheimer’s as part of the Thalman Troopers team.

Chief Business Development Officer Matt Garcia (left) and CEO Kris Hansen deliver Meals on Wheels on a wintry March day.
## ASSETS

### Current Assets:
- **Cash and Cash Equivalents**
  - 2014: $7,235,332
  - 2013: $5,711,732
- **Resident Receivables, Net of Allowance for Doubtful Accounts**
  - 2014: $1,485,073
  - 2013: $1,281,675
- **Investments**
  - 2014: $3,681,063
  - 2013: $3,173,150
- **Prepaid Expenses and Other Current Assets**
  - 2014: $594,148
  - 2013: $308,669

**Total Current Assets**
- 2014: $12,995,616
- 2013: $10,475,226

### Assets Limited as to Use
- 2014: $4,931,194
- 2013: $1,737,645

### Property and Equipment:
- **Land and Land Improvements**
  - 2014: $8,671,018
  - 2013: $7,050,893
- **Buildings**
  - 2014: $88,321,251
  - 2013: $87,337,941
- **Equipment**
  - 2014: $6,776,922
  - 2013: $6,539,770
- **Construction in Progress**
  - 2014: $7,028,009
  - 2013: $671,460

**Total Property and Equipment**
- 2014: $110,797,200
- 2013: $101,600,064

**LESS - Accumulated Depreciation**
- 2014: $31,069,174
- 2013: $28,366,869

**Net Property and Equipment**
- 2014: $79,728,026
- 2013: $73,233,195

### Other Assets:
- **Notes Receivable - Individuals**
  - 2014: $89,087
  - 2013: $66,507
- **Other Assets**
  - 2014: $748,998
  - 2013: $1,730,886
- **Assets Restricted for Purchase of Property and Equipment**
  - 2014: $2,665,078
  - 2013: $1,348,908
- **Assets Restricted for Scholarships**
  - 2014: $27,915
  - 2013: $27,665
- **Assets Restricted for Operations Endowment**
  - 2014: $253,941
  - 2013: $248,941

**Total Other Assets**
- 2014: $3,785,019
- 2013: $3,422,907

**TOTAL ASSETS**
- 2014: $101,439,855
- 2013: $88,868,973

## LIABILITIES AND NET ASSETS

### Current Liabilities:
- **Notes Payable**
  - 2014: $2,136,636
  - 2013: $1,972,927
- **Current Maturities of Long-Term Debt**
  - 2014: $627,308
  - 2013: $651,836
- **Accounts Payable**
  - 2014: $2,033,479
  - 2013: $474,513
- **Accrued Salaries and Benefits**
  - 2014: $1,104,138
  - 2013: $959,865
- **Other Current Liabilities**
  - 2014: $1,226,816
  - 2013: $613,936

**Total Current Liabilities**
- 2014: $7,128,377
- 2013: $4,673,077

### Long-Term Liabilities:
- **Long-Term Debt, Less Current Maturities**
  - 2014: $26,380,831
  - 2013: $18,837,435
- **Charitable Gift Annuities**
  - 2014: $1,472,504
  - 2013: $911,938
- **Advance Fees**
  - 2014: $54,533,404
  - 2013: $54,158,409

**Total Long-Term Liabilities**
- 2014: $82,386,739
- 2013: $73,907,782

**Total Liabilities**
- 2014: $89,515,116
- 2013: $78,580,859

### Net Assets:
- **Unrestricted**
  - 2014: $8,835,479
  - 2013: $7,564,007
- **Temporarily Restricted**
  - 2014: $2,807,404
  - 2013: $2,447,501
- **Permanently Restricted**
  - 2014: $281,856
  - 2013: $276,606

**Total Net Assets**
- 2014: $11,924,739
- 2013: $10,288,114

**TOTAL LIABILITIES AND NET ASSETS**
- 2014: $101,439,855
- 2013: $88,868,973
UNRESTRICTED NET ASSETS

Revenues, Gains, and Other Support:
Net Resident Service Revenue, Including Amortization of Advance Fees
$1,334,040 for 2014 and $1,577,610 for 2013
Contributions
Investment Income
Other Other Operating Income
Gain (Loss) on Bond Refinance
Net Assets Released from Restrictions Used for Operations
Total Revenues, Gains, and Other Support

Expenses:
Salaries and Benefits
Medical Supplies, Drugs, and Therapies
Food
Utilities
Insurance and Other
Depreciation and Amortization
Interest
Total Expenses

Operating Income (Loss)
Change In Net Unrealized Gains (Losses) on Investments
Net Assets Released from Restrictions Used for Purchase of Property and Equipment
Increase (Decrease) in Unrestricted Net Assets

TEMPORARILY RESTRICTED NET ASSETS
Contributions
Net Assets Released from Restrictions
Increase (Decrease) in Temporarily Restricted Net Assets

PERMANENTLY RESTRICTED NET ASSETS
Contributions
Increase (Decrease) in Permanently Restricted Net Assets
Increase (Decrease) in Net Assets
Net Assets at Beginning of Year
Net Assets at End of Year

Ryun, Givens & Company, P.L.C., audited the 2013 financial statements and provided an unqualified (clean) opinion, meaning that the financial information represents a fair and accurate picture of the company and complies with generally accepted accounting principles. Additionally, no adjusting entries were required by the auditors.