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# Life Enriching Communities

## 2015 ANNUAL REPORT

In an era where resources (time, talent and treasure) are more challenging to come by, Life Enriching Communities (LEC) is focused on our goals and plans to live out our mission, vision and values. We do not want to confuse activity with accomplishment.

All of our work is targeted towards our mission of providing exceptional everyday experiences to everyone that we encounter. This is accomplished through our five pillars framework of associate experience, resident experience, quality & safety, growth and financial outcomes.

As we forged ahead in 2015, good progress was made towards our major goals. The development and planning of our master plan for Twin Lakes became a reality and construction will begin in 2016. Our partnership we founded with Episcopal Retirement Services, the Post Acute Care Network, began its first major initiative during the 2nd quarter of 2015 by participating in the government's pilot program known as "Bundled Payment for Care Improvement (BPCI)." Our Continuing Care at Home initiative, Confident Living, worked through some significant challenges and launched at the beginning of 2016.

The occupancy at Twin Lakes and Twin Towers campuses continues to experience very steady growth. LEC's fiscal strength was again affirmed by Standard & Poor's as they maintained their BBB investment grade credit rating.

As we develop and maintain the land and building aspects of our communities, the strength and vitality of our collective communities remains within the relationships among the people.

We greatly appreciate all of the support LEC receives throughout the year and your understanding of the importance of what we do. Your support continues to make a positive impact on the experience and understanding of aging across the generations. Thank you for joining us on this critical mission.

May God richly bless you,



Scott M. McQuinn  
President and CEO  
Life Enriching Communities

# Partnerships Thrive at Twin Towers



The **University of Cincinnati College Conservatory of Music (CCM) and Twin Towers** introduced the Artists-in-Residence program at Twin Towers – the first of its kind in southwest Ohio.

Through this collaboration, two CCM graduate students receive free housing for the duration of their degree programs in exchange for monthly recitals and unprecedented interaction with residents through discussions and open rehearsals.

This partnership is an extension of the college's ongoing community engagement activities throughout Greater Cincinnati, providing a tremendous tool to recruit the best students while giving them much-needed financial resources to reduce the cost of graduate school while engaging with and learning from Twin Towers' residents.

Twin Towers Executive Director Jim Lay explains, "The benefits of this new partnership are equally noteworthy for our residents by providing them with an opportunity for meaningful relationships with talented and inspirational young people who aspire to reach lifelong goals. For the artists themselves, it is a chance for Twin Towers to assist these students in achieving their career dreams by easing the path to reach those goals while also opening doors to new and supportive relationships."

The program has been a great success and Twin Towers looks forward to the arrival of two additional students in the Fall Semester 2016.



**Hospice of Cincinnati (HOC) at Twin Towers** is a collaboration that brought two esteemed organizations together to provide compassionate

and meaningful end-of-life care to families on Cincinnati's West Side.

The 13-bed inpatient hospice unit which opened in the Twin Towers Health Pavilion in July, 2015 replaced the space Hospice of Cincinnati occupied at the former Mercy Hospital building in Westwood.

"Our shared mission and vision for the highest quality care will be evident through this unique partnership," said HOC President and CEO, Sandra Lobert. "We are committed to the West Side and this move provides a quality inpatient care setting where our award-winning staff will care for patients nearing the end of life."

This new relationship increases positive community exposure for Twin Towers and supports the focus on deepening the quality of services provided for the residents.

# Twin Lakes Master Plan Takes Shape

Throughout 2015, the Master Planning Team, including Twin Lakes/LEC leadership, CR architecture+design and Danis Building Construction, worked diligently to provide greater clarity to the expansion of Twin Lakes and renovation of the existing Assisted Living and Nursing Areas.

To address the growing demand for services, the Main Campus plan includes the addition of 45 independent living apartments, additional parking, the Shirley M. Davies Community Center and a casual dining venue. The North Campus plan includes additional villas and Memory Support Assisted Living accommodations that will offer two distinct programs based on an individual's level of cognitive impairment.

The former Honda building was demolished in 2015 making way for the expansion project. Construction is expected to begin in summer 2016 with an estimated completion in late 2017.



## Life Enriching Communities Joins Caring Communities Insurance Company

Life Enriching Communities (LEC) joined Caring Communities, a Reciprocal Risk Retention Group in 2015, which provides customized insurance protection to meet emerging risks facing the senior care industry. Under this agreement, LEC has purchased professional, general and umbrella liability policies from Caring Communities and will also have access to insurance group purchasing for specialty property and auto insurance as well as group health. Through this membership, LEC has access to research and evidence-based practices for providing care and services to its residents thereby enhancing its culture of safety and risk management.

Not-for-profit and mission driven, Caring Communities members are leaders in the senior housing and services industry who share a common goal—to provide quality care, a safe working environment, and an optimal lifestyle and safe living for those they serve.

“Life Enriching Communities is very enthusiastic about our association with Caring Communities,” says LEC President and CEO Scott McQuinn. “We place significant value on Caring Communities’ risk management platform which will be integral to our quality assurance and continuous improvement processes.

“We are thrilled and grateful to welcome Life Enriching Communities to the Caring Communities family as members,” says Jim Caldwell, Caring Communities’ CEO. “This demonstrated that we continue to attract high-quality organizations that are committed to providing their residents the very best, and who recognize that Caring Communities aligns with and will support their mission, strategy and goals.”



## Post-Acute Care Network, One Year Later

In early 2015, the Post-Acute Care Network, LLC was launched as a partnership between LEC and Episcopal Retirement Services. The initial major initiative was to take part in a federal healthcare reform pilot program called Bundled Payments for Care Improvement (BPCI). The goal of the BPCI is to provide better, more coordinated care for seniors as they leave the hospital and continue their recovery, both in skilled nursing facilities and then at home.

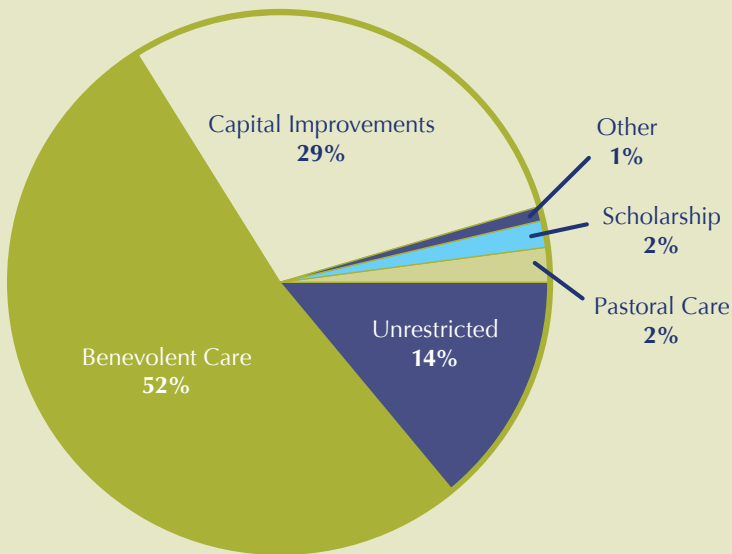
The Post-Acute Care Network, in conjunction with its 11 network members, including Twin Lakes and Twin Towers, implemented patient centric programs, including a unique care transitions program that assists patients as they move from hospital to skilled nursing facility to home. A major component of the care transitions program is the use of a care transitions coordinator who will work with patients and their family members to mutually establish care goals and desired outcomes for the patients. These coordinators follow the patients for 45 days after their admission to the skilled nursing facility. They help patients transition to their homes and make sure medication lists are accurate and that patients are getting to their doctors’ appointments.

The results of the care transitions program demonstrate that patients are returning to their homes safely and more quickly. The results also demonstrate that the number of avoidable emergency department visits and the number of times patients are readmitted to the hospital are decreasing. Most importantly, the Post-Acute Care Network’s participation in the BPCI, helps its Members provide better care, lower costs and achieve better outcomes.

**POST-ACUTE CARE NETWORK™**

# Financial Highlights for 2015

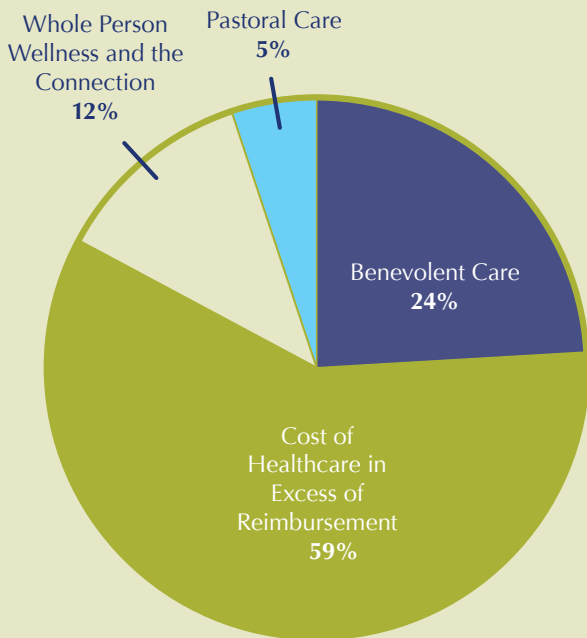
**DONATIONS BY PURPOSE**  
TOTAL FOR 2015 - \$1,268,000



**2015 & 2014 OPERATING EXPENSE BY CLASSIFICATION (000's)**

2015	2014	
\$44,705	\$43,773	Program Activities
6,703	6,704	Non Program Support
404	471	Fund-Raising
\$51,812	\$50,948	Total Expenses
12.9%	13.2%	General & Administrative Expenses as % of Total Expenses

**UNCOMPENSATED MINISTRY EXPENSE**  
TOTAL FOR 2015 - \$5,052,000



**TOTAL RESIDENTS AND COMMUNITY MEMBERS SERVED AT TWIN TOWERS AND TWIN LAKES IN 2015**

2015	Twin Lakes	Twin Towers	Totals
Independent Living	304	299	603
Assisted Living	30	122	152
Nursing Care	157	185	342
Connection	74	436	510
Day Stay/Adult Day Services		89	89
Totals	565	1,131	1,696

# Condensed Consolidated Financial Statements

For the Years Ending December 31 (in thousands of dollars)

## BALANCE SHEET

<b>ASSETS</b>	<b>2015</b>	<b>2014</b>
Current Assets	\$22,182	\$17,946
Investments	55,362	56,388
Investments Whose Use is Limited by Bond Indenture	8,859	8,759
Property and Equipment (Net)	154,709	156,807
Other Long Term Assets	5,353	9,356
<b>Total Assets</b>	<b>\$246,465</b>	<b>\$249,256</b>

## LIABILITIES AND NET ASSETS

Current Liabilities	\$21,528	\$21,359
Long Term Refundable Life Use Fees/Entrance Fees	57,902	52,769
Long Term Debt	113,265	115,643
Other Liabilities	1,015	950
<b>Total Liabilities</b>	<b>\$193,710</b>	<b>\$190,721</b>

## NET ASSETS

Unrestricted	\$41,468	\$46,219
Temporarily and Permanently Restricted	11,287	12,316
<b>Total Net Assets</b>	<b>\$52,755</b>	<b>\$58,535</b>

<b>Total Liabilities and Net Assets</b>	<b>\$246,465</b>	<b>\$249,256</b>
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## CONDENSED STATEMENT OF REVENUE AND EXPENSES

<b>REVENUE AND SUPPORT</b>	<b>2015</b>	<b>2014</b>
Net Resident Revenue	\$42,244	\$41,595
Amortization of Refundable Life Use and Entrance Fees	2,894	2,418
Interest and Dividend Income	2,091	2,260
Unrestricted Contributions	176	170
Other Revenue	625	263
<b>Net Resident Services Revenue and Support</b>	<b>\$48,030</b>	<b>\$46,706</b>

## EXPENSES

Salary, Wages, Benefits and Contract Services	25,329	24,732
General and Administrative	3,329	3,338
Food, Supplies and Other Expense	4,277	4,251
Utilities, Insurance and Real Estate Taxes	5,059	5,048
Depreciation and Amortization	8,060	7,734
Interest	5,758	5,845
<b>Total Operating Expenses</b>	<b>\$51,812</b>	<b>\$50,948</b>

<b>Excess of Revenue Under Expenses</b>	<b>(3,782)</b>	<b>(4,242)</b>
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Realized and Unrealized (Losses) Gains on Investments	(3,803)	(80)
Interest, Dividends and Gains (Losses) From Endowments	(626)	326
Other Non-operating Gains	1,339	71
Temporarily & Permanently Restricted Contributions	1,092	722
<b>Total Non-operating Income (Expense)</b>	<b>(1,998)</b>	<b>(1,039)</b>

<b>CHANGE IN NET ASSETS</b>	<b>\$ (5,780)</b>	<b>\$ 3,203</b>
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# Gifts to LIFE ENRICHING COMMUNITIES

On behalf of the residents of both Twin Towers and Twin Lakes who benefit from your gifts, we wish to express our sincere appreciation to the individuals who contributed during 2015. Your generous support helped to fulfill our mission. Thank you for expressing your loving care to our residents with your generous gifts.

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