

Fiscal Year 2006 Year in Review
July 1, 2005 – June 30, 2006

Continuing to Care

Our Mission is to provide older adults with caring and quality services toward the enhancement of physical, mental and spiritual well-being consistent with the Christian Gospel.

Our Vision is to be Ohio's premier provider of home and community based services recognized for quality, innovation, financial responsibility and a positive work environment.

Continuing to Care



Nancy King, EDM
Executive Vice President
Chief Operating Officer



We are in a unique position at Senior Independence. We are a comprehensive senior services organization with a continuum of home and community based services. Moreover, we are a division of Ohio Presbyterian Retirement Services (OPRS), a faith-based not-for-profit organization, which offers 11 retirement communities throughout Ohio. What distinguishes us, and what calls us, is our desire to serve people in each phase of aging. We see this calling as a responsibility as well, to help older adults live fully in the place they call home.

This year, Senior Independence laid a foundation for future growth that will help older adults connect more readily to wanted and needed services throughout Ohio. Among our accomplishments are the following:

- Implemented www.icaregiver.org, a Web site with free information and education for family caregivers of older adults,
- Acquired Elder Choices, a longstanding, not-for-profit home care organization in Central Ohio,
- Hired a corporate director of marketing to develop and lead our growth efforts,
- Implemented an electronic quality management system,
- Achieved 99% satisfaction rating from clients and referral sources,
- Engaged in significant planning and development for hospice services,
- Demonstrated the relationship between employee satisfaction and patient care outcomes, and
- Raised over \$1 million in grants and donations through the OPRS Foundation – a record for Senior Independence.

These efforts and many others are all directed toward our two overriding goals:

- i* To extend and enhance the independence of older adults.
- i* To provide support and assistance to those caring for them.



Dave Kaasa
President/CEO





Serving More Than 48,000 Ohio Seniors



Enhancing Lives

We are a pioneer and national model in home and community based care. Senior Independence is a statewide program – a reflection of a philosophy long held by OPRS that we have a responsibility to look beyond our own walls and serve older adults within our greater community. Senior Independence is now Ohio's largest and most experienced not-for-profit provider of adult day centers and continues to grow its continuum of home care services, serving more than 48,000 older adults in Ohio.

Senior Independence: Continuing to Care

It may start with just one service to get someone through the day, but it is the lives we've enhanced throughout the years that give meaning to those we serve. Senior Independence is committed to providing continuing care to those who desire to remain in the comfort of their own homes. And, as their needs grow, so do the services we provide for them.



We are committed to making sure that those clients who are receiving some type of service through Senior Independence today will continue to use our services into the future. And why we do that is as important as how we do it.

Easy access to all of our services means that we can begin to build relationships with clients before a crisis happens, preventing unnecessary hospitalizations and repeat physician visits. Building this relationship means that we work to identify when a client's needs have changed and that we are proactive in delivering the services that will get them through this difficult time. We know that the people we are providing community care to today may well be the home health care and hospice clients we serve in the future.

Our future lies in the relationships we build with all of our clients today.

Strategic Objectives

- Optimize the development of Senior Independence to serve more people in more ways.
- Invest in people and processes to achieve service excellence.
- Be the workplace of choice.
- Strengthen financial viability.
- Research, develop and evaluate innovative ways to serve older adults.
- Strengthen philanthropic support to enhance innovation and services.

Financial Performance

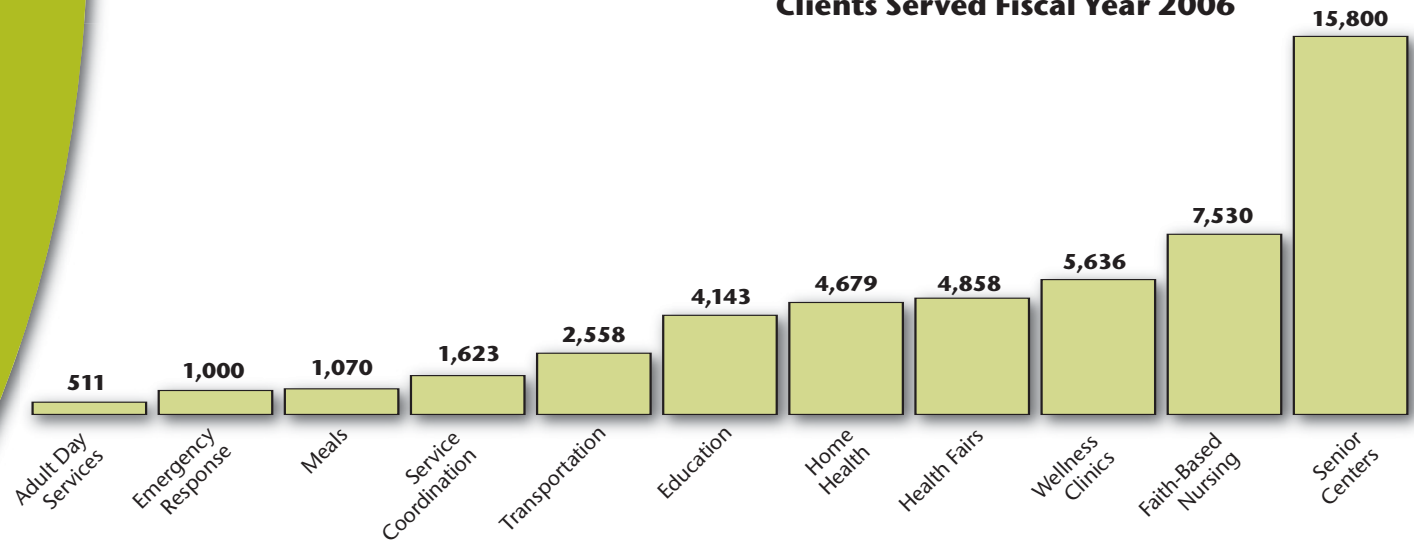
Fiscal Year 2006 was a year of investment for Senior Independence as we laid a foundation for future growth. A corporate director of sales and marketing was hired to work with Senior Independence's 35 marketing representatives to grow our services. In addition, startup costs for a hospice in Central Ohio were included to allocate funds for planning, hiring and training of staff, and preparation for licensure.

Fiscal Year 2006 was a financially challenging year for Senior Independence (for results see Table 1) as we experienced an actual loss of \$260,000 for the fiscal year ended June 30, 2006. Three issues impacted financial performance. First, while overall revenue targets were met, Medicare revenue targets were missed significantly. Second, charity care increased by \$200,000 over last fiscal year and exceeded budget by \$100,000. Charity care was provided in home care, adult day care, transportation and home delivered meals. Third, as gas prices increased, so did mileage reimbursement to our employees, which resulted in an unbudgeted \$140,000 additional mileage expense.

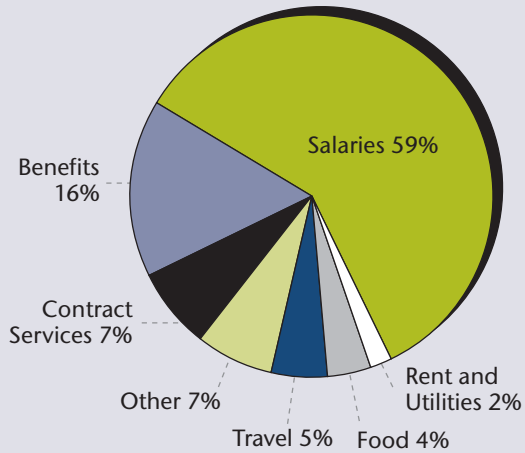
Fiscal Year 2006 Accomplishments

- Increased net revenues by slightly over 3 million, a 15% increase over Fiscal Year 2005.
- Implemented electronic billing for Medicaid.
- Added three managed care contracts.
- Met our Medicare average PPS rate per episode target.
- Achieved 38 Days in Accounts Receivable, one day lower than budgeted.

Clients Served Fiscal Year 2006



Operating Expenses



Gross Revenues by Payor

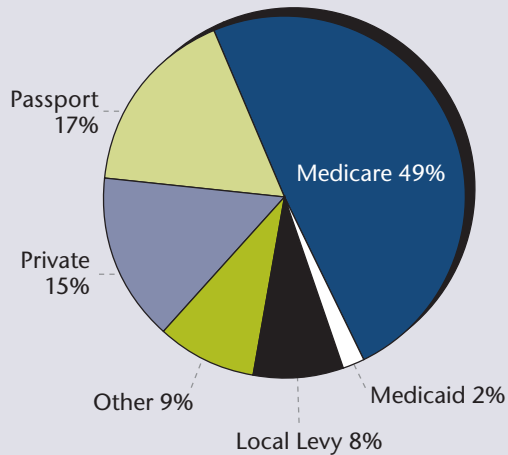


Table 1: Summary Financial Results

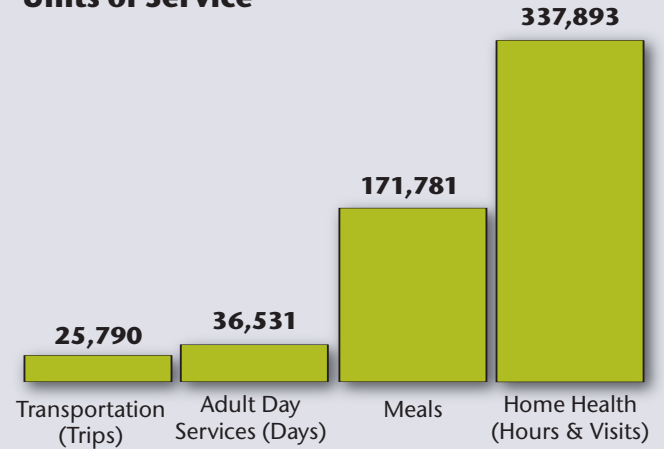
Statement of Revenue and Expense Fiscal Year Ended June 30, 2006 (\$000s omitted)

Gross Revenue.....	\$24,382
Charity	(1,672)
Net Revenue	22,710
Expenses.....	22,970
Operating Loss	\$ (260)

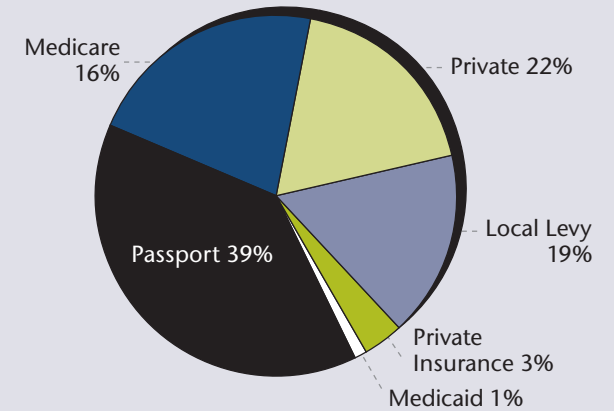
Key Financial Indicators

# of Episodes	5,017
Reimbursement per Episode.....	\$2,515
A/R	\$2,482,639
Days in A/R.....	38
Cash Receipts.....	\$21,750,000

Units of Service



Payor Sources for Units of Service



Quality & Satisfaction

AOPHA Stars

Our customer satisfaction depends on all of our staff doing the best they can do every day, and we have been blessed with some exceptional employees. This year 11 outstanding employees were recognized as AOPHA (The Advocate of Not-For-Profit Services For Older Ohioans) Stars in their regions. These employees were recognized for their exemplary service and were honored during a regional luncheon event.

- Akron/Canton: Lisa Isaiah, Janae Nguyen, Gail Pultea, Wilma Sears and Louis Stallings
- Central Ohio: Sue Brookins, Chlorie Edmunds, Kadiatu Kromah and Joseph Pluviose
- Mahoning Valley: Sharalyn Beelen and Barb Jonesco

We continually train our staff at all levels and strive to bring them relevant and new techniques. This year we provided education in the following areas:

- Diabetes Care Management
- Assessment Skills
- Crisis Management
- Ethics in Health Care
- Montessori-Based Dementia Programming®
- Activities for the Body and Mind
- Diagnostic Coding

Three of these programs (assessment skills, diagnostic coding and activities for the body and mind) also included CEU credits and were attended by employees of Senior Independence as well as OPRS corporate and retirement community staff.

Nearly 7 out of 10 Senior Independence respite and adult day services clients in Central Ohio are diagnosed with Alzheimer's disease or dementia.

Montessori-Based Dementia Programming®, created by the Myers Research Institute of Cleveland, is an innovative method used to care for people with cognitive impairments. These teaching methods have been used for years with children, and many of the same techniques have proven to be effective for reintroducing certain communication skills in older adults with dementia.

Senior Independence received a \$20,000 grant from the Franklin County Office on Aging through the Senior Options program to implement Montessori-Based Dementia Programming® with our direct care staff. Seven of our Senior Independence supervisors and six employees from OPRS communities attended this programming and will teach these techniques to more than 70 employees.

Client and Family Satisfaction Survey Results – Fiscal Year 2006

Overall Satisfaction and Recommendation with *Senior Independence Home Care*..... 99.6%



Overall, I am very satisfied with *Senior Independence Adult Day Centers* 100%

I would recommend this service..... 100%

Adult Day Centers

Our Adult Day Centers provide families and caregivers the benefit of welcome respite, secure in the knowledge that their loved one's needs are being met by capable, caring professionals. We combine expert health services with social and therapeutic activities for a complete caring approach, individualized for each participant while also providing transportation to and from our sites.

Today, Senior Independence is Ohio's largest not-for-profit provider of adult day centers with 11 locations throughout Ohio. This distinction has given Senior Independence many opportunities to be a resource for our local communities when they seek to develop services for their senior populations, and has opened the door for additional grants and funding.

Senior Independence in greater Cleveland received a commitment of \$125,000 from The Murch Foundation, payable over the next five years, to develop two new adult day center sites. Additional funding and grants were also received for Senior Independence Adult Day Centers in Akron and the Southwest region.

AOPHA Art Winners

Each year AOPHA (The Advocate of Not-For-Profit Services For Older Ohioans) sponsors an art contest for all residents and clients of its member organizations. Our clients work as a team, or individually, to create a work of art that is then judged on a regional basis. Those winners then

go on to the state level. This year, artwork from Senior Independence Adult Day Centers placed in both the regional and state competitions. Congratulations to all of our artists!



Cleveland Regional: "What These Hands Have Done," 3rd place for Quilt.

Akron State and Regional: "Americana Mosaic," 3rd place in the Special Cooperative Category.



Toledo Regional: Frank Schermerhorn (left), 3rd place for wood working. JoAnna Loveday (right), 4th place for woven crafts.



Columbus Regional: 2nd place "Our Family Away From Home" for collage of paper mâché masks.

*i*CAREGIVER.ORG



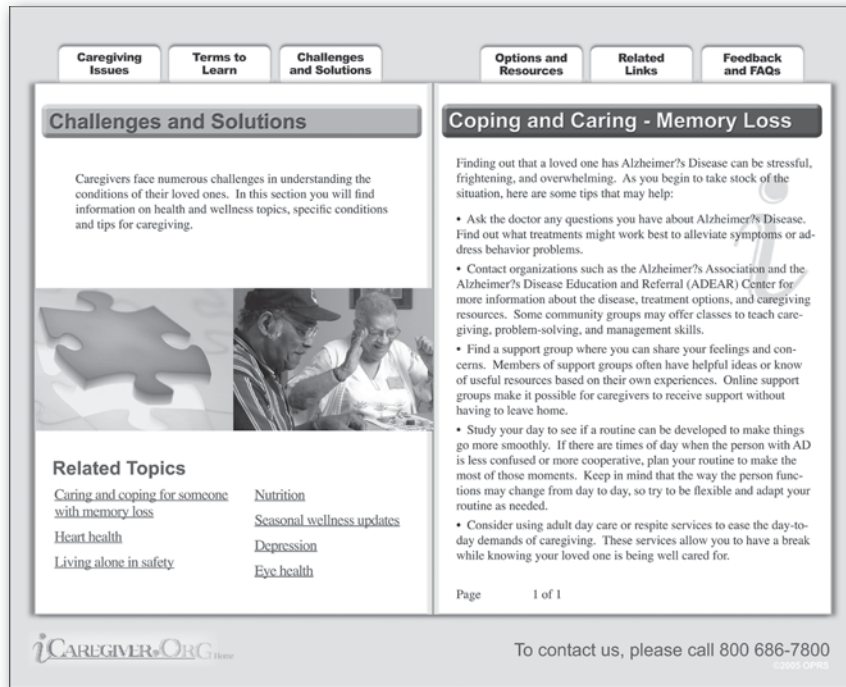
Where you will find all of the pieces to the puzzle of caregiving



Support for the Caregiver

Increasingly, people are taking on the role of caregiver for older family members. Nationally, family caregivers provide 80% of care to older adults. This trend is likely to continue as healthcare costs and life expectancy increases.

care of their older family member. We thought about the immense need, and decided to find the best way to help,” said Sally Huston, Clinical Director of Senior Independence.



Still, there are few resources to support family caregivers. To address this growing need, Senior Independence created www.icaregiver.org.

“Despite the struggles inherent among caregivers most people embrace this loving role wholeheartedly, devoting their energy and time to the responsible

Designed as a community service project, icaregiver.org offers:

- i Current information on issues and topics of relevance to caregivers.
- i Easy to print guides, worksheets and educational materials to assist families in successful planning.
- i Direct links and descriptions of other age-related Web sites.
- i Glossary of terms that everyone can understand.

“We knew a web-based source would offer an advanced method of providing current information to support caregivers everywhere and further our commitment to older adults and their families,” Huston said.

The initial development of icaregiver.org was made possible by a grant from the SBC Excelerator program, now AT&T.

icaregiver.org Statistics January–July 2006

Total Hits = 70,665

“Hits” represent the number of files that are requested from the Web site. These files can be HTML files, ASP files, image files, audio files, PDF files, or Word documents.

Total Page Views = 12,635

“Page Views” represent the number of times a page is viewed. A page can include many images. Page views are a good way to measure the ability the Web site has to retain the interest of its visitors.

Home Health Services

Home health care provides skilled nursing, therapy and social services to people in their own homes. Often we assist older adults and their families with care coordination after being discharged from a hospital or rehabilitation facility following surgery. This allows our clients to continue to recuperate and convalesce in the comfort of their own homes under the supervision of a nurse and/or physical therapist.

Previously, we converted to an electronic medical record system called Misys. The key benefit of using the Misys system is that all staff involved with client care have the most up-to-date information at their fingertips. We have invested in laptop computers for all of our home health nurses and therapists to input information while they are in the clients' homes, decreasing the time spent driving to our offices to drop off paperwork. Staff can now download information they need from any phone line.

The Misys system also provides needed information for us to better manage the care we provide. We have the opportunity to deliver tracking reports on mileage, productivity, quality indicators and billing. This is saving Senior Independence time and money while increasing productivity and time spent with our clients.

In Fiscal Year 2006 we implemented an internet-based quality improvement system. This program combs through each medical record to ensure that the standards for quality and documentation are met. This quality improvement measure, called SHP (Strategic Health Programs), gives our staff immediate feedback

and recommendations to accurately record patient information. All of our electronic records and programs are secured and meet all of the requirements of HIPAA.



Perfect Scores

This fiscal year we had three perfect Ohio Department of Health surveys:

- Greater Toledo
- Mahoning Valley
- Miami Valley

Congratulations to our staff!

Home Care Services

Home care services provide daily living assistance to help maintain our clients' quality of life in the comfort of their own homes. These services include:

- Personal Care Assistance
- Home Delivered Meals
- Companionship and Escort
- Caregiver Respite
- Light Housekeeping, Linen Changes and Laundry
- Transportation
- Meal Preparation

Research suggests that 28% of the older adult population need some sort of assistance in daily tasks that the majority of the population take for granted.

Our mission is to serve older adults from all walks of life and we do not discriminate based on someone's inability to pay for these home care services. That is why Senior Independence participates in local levy programs, Area Agency on

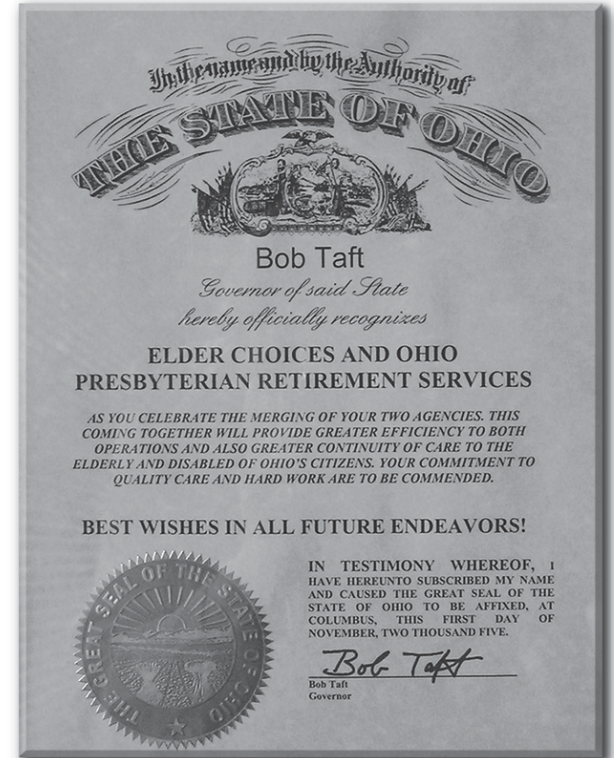


Aging contracts, as well as the State's Passport and Medicaid programs. These reimbursement programs serve Ohio's lower- and middle-income individuals and cover some, but not all, of the costs of care. This year the gap between the cost of delivering this care and our reimbursement exceeded \$1 million.

Elder Choices

Senior Independence expanded its scope of service in Central Ohio by acquiring Elder Choices, a private, non-profit home care agency in Franklin County. With this acquisition Senior Independence of Central Ohio gained 60 additional caregivers and the 600 clients they served.

Elder Choices provided non-medical home care services such as homemaking, transportation and personal care to Central Ohio's elderly and their families for 30 years. The transfer of ownership enabled these clients to access an even broader range of services including skilled



home health care, home delivered meals and adult day services.

Additional funding sources came to Senior Independence through this acquisition, including United Way support, Alzheimer's respite and Title XX, allowing these individuals access to the additional services Senior Independence provides.

“Four out of five hospice patients are 65 years of age or older — while one-third of all hospice patients are 85 years of age or older.”

Hospice

Senior Independence is dedicated to offering older adults a continuum of health and supportive services. Our offerings are comprehensive with one notable exception, hospice. We may care for a client for years and then have to discontinue services if he or she becomes eligible for hospice care. This disruption can be difficult for a client who has gotten to know and rely on his or her care providers.

We recognize that our mission to serve older adults is not complete without the addition of hospice services. Therefore, we have spent this fiscal year laying the foundation for hospice licensure and certification in the Central Ohio region. This is a natural extension of our current

continuum of care and offers our clients the dignity and control they desire and deserve during the last stages of their lives. We remain focused on providing older adults with choices and options that will allow them to remain in control of all the stages of their lives.



A survey conducted in April 1999 for the National Hospice Foundation found that 83% of people 45 years and older wanted someone to make sure their wishes are known and enforced when death seems near. Additionally, 85% wanted individualized pain control; a choice of care

options; a team of professionals to carry out their choices; and emotional and spiritual support not only for themselves but also for their families.

**National Hospice
and Palliative Care
Organization,
November 2006**

SENIOR INDEPENDENCE.
HOSPICE
OHIO PRESBYTERIAN RETIREMENT SERVICES

Community-Care Services

Resident Service Coordinators

Many older adults who reside within subsidized or other senior housing may not be aware of the community services and support that is available to them. “Our resident service coordinators work within these buildings to help identify the needs of the residents and connect them to the resources that can assist them,” states Ricki Maxwell, Director of Senior Independence Miami Valley, which serves 10 senior apartment buildings. This community service provides early intervention and assistance with at-risk seniors including health education, health screenings, prevention, home care services and community support programs.

We work with building management groups in completing grant applications for the funding of resident service coordinators through the U.S. Department of Housing and Urban Development. In Fiscal Year 2006, we employed 20 resident service coordinators throughout Ohio who assisted 1,623 individuals.



Senior Centers

Our senior center in Mahoning County and its four satellites have been a major resource for older adults, serving 15,800 seniors in Fiscal Year 2006. Dr. Mark McClellan, then Administrator of the Centers for Medicare and Medicaid Services, spoke to a group of 35 senior services leaders in

the Mahoning Valley about the Medicare Part D prescription drug benefit. (Dr. McClellan is shown at left with Karen Ambrose, Director of Senior Independence, Mahoning Valley.)

Wellness Clinics

Our wellness clinics served 5,636 older adults throughout Ohio in Fiscal Year 2006. These wellness clinics provided seniors with health prevention education and screening services to facilitate early intervention with health professionals when problems are identified. Our goal is to increase the ability of older adults to take responsibility for their health and wellness.

Many of the communities we serve are interested in the programming and management options we can bring to their senior centers and we look forward to expanding this community care program in the next fiscal year.

Technology

The Benefits of Telehealth Monitors

- Improves access and health monitoring for seniors.
- Increases responsibility for their own health.
- Improves clinical outcomes.
- Identifies early health problems.
- Supplements existing nursing resources.
- Reduces the use of expensive and unnecessary health services.

Telehealth

Telehealth care and other technologies are emerging as effective ways to deliver health services and enable older adults to stay in their homes. Often these services supplement traditional in-home and home health services. Senior Independence also sees telehealth as a complement to senior housing, senior centers and other senior services.

Telehealth is a rapidly changing field and as such, new technologies and improvements are being made all the time. Our philosophy is to use our statewide presence to demonstrate and evaluate various telehealth applications.

Telehealth services continue to expand and serve more people. In Fiscal Year 2006, we received many grants and donations to expand our telehealth services in the Akron/Canton, Greater Cleveland, Central Ohio, Miami Valley, Southwest and Mahoning Valley regions. Telehealth is a remote monitoring device that allows electronic information and communication to occur over large and small distances through a standard phone line.

These video and non-video monitors can be placed in a client's home or within a building, and often include measuring devices such as a blood pressure machine, scale and pulse oximeter. The video telehealth monitors allow the nurse to observe

patients in real time through video interaction. The non-video monitors, which are usually placed within senior buildings or senior centers, allow seniors to complete monitoring on their own time. Our nurse is instantly notified via e-mail if vital signs or other health indicators fall outside of "safe" parameters, allowing immediate intervention.

Personal Emergency Alert Systems

Senior Independence wants to assist people who desire to remain at home, but who may feel unsafe because of previous falls or other health concerns. These personal emergency alert systems allow individuals who live at home to have a monitor that is worn as a necklace or wristband. In the event of a fall or other complication they can easily press a button that signals for immediate help.

Currently, Senior Independence provides 1,000 of these systems to seniors throughout Ohio. We continually care for these clients by assisting them after an emergency alert so that they receive needed services to remain safely at home.

More than one third of adults 65 and older fall each year in the United States.

National Center for Injury Prevention and Control

**Senator George Voinovich
tries out the new telehealth
equipment at our Senior
Center in Youngstown.
This equipment was funded
by donations from local
foundations and corporations
in the Mahoning Valley.**



At OPRS We Believe...

in inclusiveness. We are open to residents, clients staff, and volunteers without discrimination of any kind.

in a high ethical standard. Not only do we hold ourselves to the letter but also to the spirit of the law in all tasks and relationships.

our reputation for high quality and caring service is our most valuable asset. We strive to make excellence the mark in all that we do.

that dedicated staff and volunteers are the key to providing high quality and caring service. The chief responsibility of management is to help them succeed in their efforts.

in respect for all whom we serve. We guard privacy, dignity, independence, and safety to the best of our ability.

in responsiveness to those whom we serve and who serve with us. We provide opportunity for them to voice their concerns and make suggestions.

in the necessity of innovation. We encourage everyone in the organization to take initiative, be creative, and constantly improve.

that effective communication among ourselves, our constituencies, and the public is essential to success. We work continually to upgrade our communications.

in financial stability. We always assure financial capability to support the services we have chosen to pursue.

in being a good neighbor. We cooperate in benefiting community welfare wherever we serve.



2006 OPRS Community Services Committee

Volunteers

John Peterson, Chair

Jean Evans

Rodney Harrison

Kass Mahdi

John Perkins

Amy Roscoe

Faith Williams

Staff

Dave Kaasa, OPRS President/CEO

Nancy King, EDM, Senior Independence Executive Vice President/COO

Rod Crist, OPRS Chief Financial Officer

Darla Gore, OPRS Director of Office Support Services

Joan Hatley, Senior Independence, Director of Marketing

Sally Huston, MSN, Director of Senior Independence Clinical Services

Chris McKenzie, OPRS Vice President of Marketing

Sue Welty, Vice President, OPRS Foundation

Senior Independence Directors

Karen Ambrose, Director of Senior Independence Mahoning Valley

Linda Artis, Director of Senior Independence Central Ohio

Lois Calderwood, Director of Senior Independence Greater Cleveland

Sheila Flannery, Director of Senior Independence Akron/Canton

Ann Heringhaus, Director of Senior Independence Greater Toledo

Ricki Maxwell, Director of Senior Independence Miami Valley

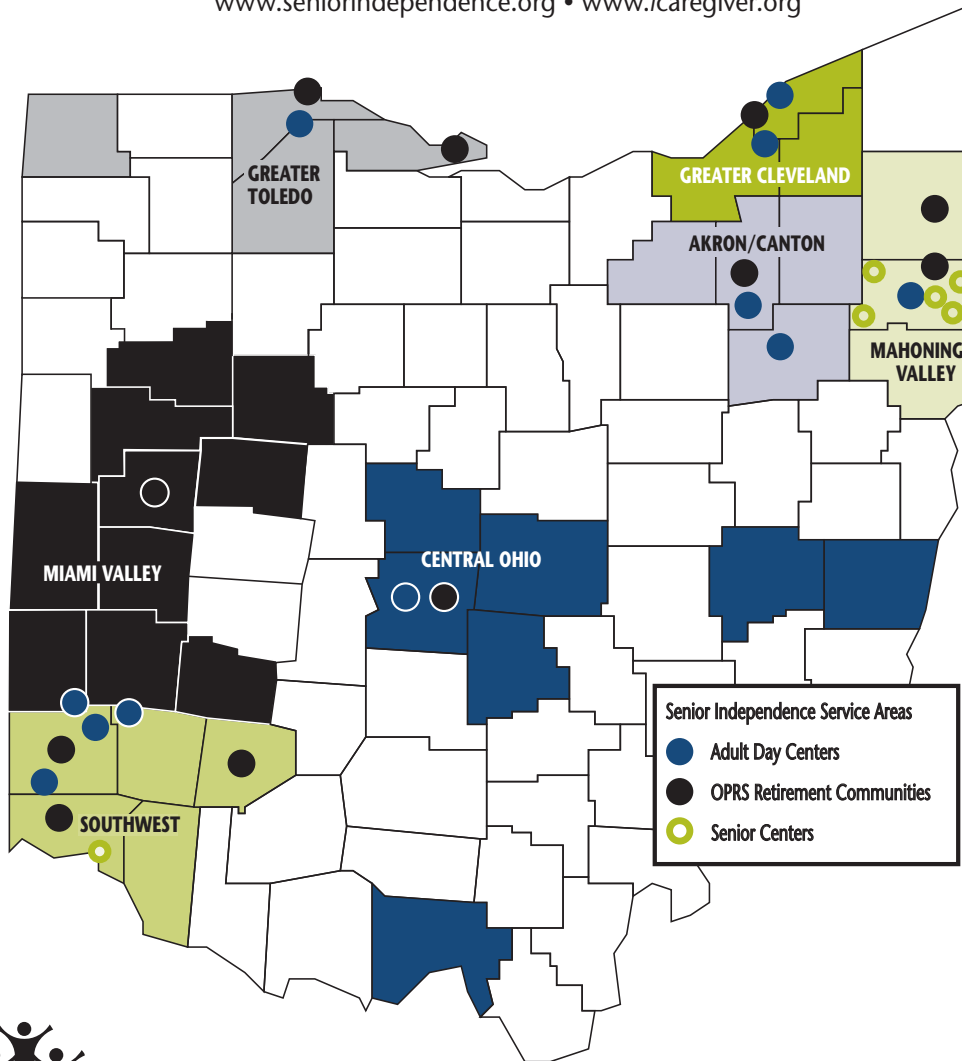
Joan Punch-Fleming, Director of Senior Independence Southwest Ohio

We thank all of these volunteers and staff who have provided their time and talents to serve on the OPRS Community Services Committee during Fiscal Year 2006.





Senior Independence does not discriminate against any person on the basis of race, religion, age, gender, sexual orientation, disability (mental and/or physical), communicable disease, or place of national origin in admission, treatment, or participation in its programs, services and activities, or in employment.



Senior Independence Service Areas

- Adult Day Centers
- OPRS Retirement Communities
- Senior Centers

Akron/Canton • 330 873-3468

Director: Sheila Flannery
1815 W. Market Street
Akron, OH 44313

Central Ohio • 614 433-0031

Director: Linda Artis
5796 Karl Road
Columbus, OH 43229

Greater Cleveland • 440 953-1256

Director: Lois Calderwood
36851 Ridge Road
Willoughby, OH 44094

Miami Valley • 937 498-4680

Director: Ricki Maxwell
3003 W. Cisco Road
Sidney, OH 45365

Southwest • 513 681-8174

Director: Joan Punch-Fleming
1701 Llanfair Avenue
Cincinnati, OH 45224

Greater Toledo • 419 865-1499

Director: Ann Heringhaus
1730 S. Reynolds Road
Toledo, OH 43614

Mahoning Valley • 330 744-1895

Director: Karen Ambrose
1110 Fifth Avenue
Youngstown, OH 44504

Home and Community Based
Services in 36 Ohio Counties

