

The background of the cover is a photograph of a large, two-story brick house with a stone chimney and a covered porch. In the foreground, there is a pond with rocks and flowering plants, including pink lilacs on the left and yellow irises on the right. A white bird is standing near the pond.

# ANNUAL REPORT 2022







# MISSION

## **HAVEN OF EXCELLENCE**

We will be an innovative organization that nurtures the human spirit, is passionate about service, and demonstrates God's love, one person at a time.

# VISION

## **DIGNITY OF LIFE**

We will create a living environment that nurtures meaning and purpose, promotes individual lifestyles, provides supportive services, and fosters home.

## **OUR REPUTATION**

We will strive to be known as a world-class organization with a commitment to Christian principles.

## **EXCEPTIONAL CARE**

We will provide individualized care and services that seek to exceed expectations and contribute to the body, mind, and spirit of those we are privileged to serve.

## **OUTSTANDING TEAMS**

We will strive to select, develop, and retain compassionate team members who are warm, friendly, and engaged.

## **TRUSTED STEWARDSHIP**

We will be faithful stewards of our resources to ensure the long-term future of the organization, reinvest in our people and facilities, and pursue growth opportunities.

# VALUES

## **BELIEF**

We will act in a compassionate manner consistent with our Christian faith.

## **INTEGRITY**

Our relationship, services and decisions will demonstrate our desire to honor our commitments and always act with honesty, fairness, and respect.

## **TEAMWORK**

We will create a dynamic work environment characterized by cooperation, honest communication, mutual trust, and respect where a "Yes I can" attitude is a way of life.

## **EXCELLENCE**

We will continually pursue opportunities to improve ourselves, encourage innovation, and seek to be known as "World Class"

## **SERVICE**

We succeed by focusing our attention and energies on anticipating and exceeding people's expectations and a desire to provide our customers with a "Wow" experience.





# A MESSAGE FROM OUR CEO

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I am pleased to present to you the annual report of Menno Haven Retirement Communities for the year 2022. Despite the challenges and uncertainties posed by the COVID-19 pandemic, we have achieved remarkable results and made significant progress in fulfilling our Mission of providing quality care and services to our residents.

Some of the highlights and accomplishments of 2022 include:

- Completed Project GENESIS with the construction of 22 new independent living units.
- Explored affiliation with Messiah Lifeways in Mechanicsburg, PA.
- Continued COVID-19 booster sites at Menno Haven.
- Achieved incredible resident satisfaction levels.
- Exceeded final projections for debt service and days cash on hand.
- Published a study in the Journal of Nursing Care Quality supporting the household model.
- Participated in The Mayer-Rothschild Foundation Designation of Excellence in Person-Centered Long-Term Care Project.
- Opened the remodeled Treasure Chest thrift store.

These achievements reflect our commitment to excellence, innovation, and stewardship. We are grateful for the dedication and hard work of our team members, the support and trust of our residents and families, and the guidance and oversight of our board members.



As we look ahead to 2023, we face some challenges and opportunities that will require us to adapt and grow. Some of these include facing labor shortages and high turnover rates, adapting to new technologies and consumer preferences, and expanding our services and partnerships to allow us to reach more older adults.

To address these issues and seize these opportunities, we have developed a new strategic plan called Operation BLOOM that covers five strategic areas:

- Building a culture for our workforce both in recruitment and retention strategies
- Legacy continuation: Ensuring the future through growth and stewardship, including advancing Lean methods and expanding independent living.
- Organizational technology: Optimizing current technologies and developing infrastructure designed to provide opportunities to enhance resident experiences and augment team effectiveness.
- Opportunities for inclusion: Increasing access to support services that enhances the quality of life.
- Master Plan: Initiate an updated Master Plan to revitalize the community to ensure that all residents can live with confidence and dignity.

Our main goal for 2023 is to successfully implement and advance Operation BLOOM across all levels of care while maintaining high standards of quality, safety, efficiency, satisfaction, compliance, and financial performance.

We are confident that we will meet the challenges and seize opportunities as they arise. We thank you for your continued support of Menno Haven!

Sincerely,



**HUGH DAVIS, DNP, RN**

Chief Executive Officer

Menno Haven Retirement Communities





# BOARD of DIRECTORS

Governed by a volunteer Board of Directors and a commitment to Christian Principles, Menno Haven is passionate about serving each individual resident's needs.



**Wayne Yeager**  
Board Chair



**Suzanne Trinh**  
Vice Chair



**Lynn Rotz**  
Treasurer



**Darrell Baer**  
Secretary



**Matthew Nolt**  
Asst. Secretary/Treasurer



**Paula Warner**  
Resident Board Member



**Patrick O'Donnell**



**Carolyn George**



**Ronald Gipe**



**Charlene Gingrich**



**Lynn MacBride**

## LEADERSHIP TEAM



**Hugh Davis, DNP, RN**  
Chief Executive Officer



**Roger Beins, RN-NHA**  
Chief Operating Officer



**Tiffany Rife**  
Community Life Officer



**Chuck Nelson, CFP**  
Chief Development Officer



**Ryan Fritz**  
Chief Financial Officer



# FROM OUR --- BOARD CHAIR



Since its founding in 1964, Menno Haven has provided a Haven of Excellence for its residents and guests. Committed to the values of Belief, Integrity, Teamwork, Excellence, and Stewardship, the board of directors, executive team, and team members work together to continue this legacy. This group of individuals is committed to the stewardship of Menno Haven's resources to ensure the long-term future of the organization.

As I reflect on 2022, I realize that much has been accomplished even with the challenges of the pandemic, labor shortages, and inflation pressures. Menno Haven completed Project GENESIS and is working on the development and execution of the next strategic plan named Operation BLOOM. The board and management team worked together to evaluate a potential affiliation through Project Branches and will continue to look for growth opportunities.

Ultimately, the year consisted of many opportunities to impact our residents, families, and guests as we continue to provide excellent care and services. I often have the privilege of hearing the testimony of the positive impact that Menno Haven has had on residents, guests, families, and team members. It is rewarding to know that Menno Haven remains true to its founding Mission of providing a Haven of Excellence for our community.

We are thankful for your generous support and continued partnership as we continue to demonstrate God's love, one person at a time.

A handwritten signature in black ink that reads "Wayne Yeager".

**Wayne Yeager**

Chair, Menno Haven Board of Directors





# FROM OUR RESIDENT COUNCIL



Menno Haven's Mission Statement: "We will be an innovative organization that nurtures the human spirit, is passionate about service, and demonstrates God's love, one person at a time," is honored by our entire community. The executive team, team members, and residents, think of ourselves as a family—united in doing our best to honor, respect, and care for everyone in our community.

A necessary foundation for any family is the ability to have open communication. At Menno Haven, we have multiple opportunities to meet to share our praises, ask questions, and express our concerns.

Each month all independent living residents are invited to a Coffee and Conversation with all members of the executive team. There, residents can talk about whatever is on their minds regarding their life at Menno Haven. Town Halls, held quarterly, are more formal business presentations that include reports from the President/CEO, Chief Financial Officer, Chief Operations Officer, Community Life Officer, and Chief Development Officer. Personal care and health care residents and their family members are invited to participate in "Family Chats."

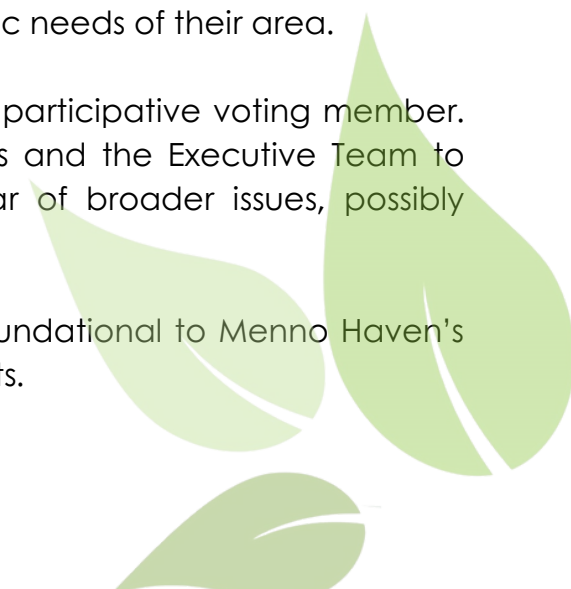
In addition to these forums, each of the four independent living neighborhoods has a resident council comprised of ten elected representatives from within the community. Representatives welcome new residents, organize social events, and meet with their constituents individually so that they can gain an understanding of their needs. Each council meets every other month with the Community Life Officer to discuss the specific needs of their area.

Menno Haven's Board of Directors elects a resident to serve on the Board as a fully participative voting member. The resident board member chairs a quarterly meeting with the council presidents and the Executive Team to discuss any concerns or upcoming issues. This allows senior management to hear of broader issues, possibly occurring across the entire community, indicating potential future needs.

Having this shared commitment to such direct, open, and honest conversation is foundational to Menno Haven's Mission to provide excellent service and nurture the human spirit of each of its residents.

**Paula Warner**

Chair, Menno Haven Resident Council







# EVENTS IN 2022



# MENNO HAVEN

## FINANCIAL PERFORMANCE

# 2022

### BALANCE SHEET

### DECEMBER 31

#### Assets

2022

2021

Current Assets

53,117,595

64,027,602

Assets which use are limited

15,111,148

17,387,155

Property & Equipment, net

144,841,660

139,559,246

Other Assets

3,029,930

3,738,116

Total Assets

216,100,333

224,712,119

#### Liabilities and Net Assets

Current Liabilities

10,319,734

8,594,767

Long-Term Debt

121,690,101

123,391,113

Obligation Under Interest Rate Swap

-

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Deferred Revenue from Advanced Fees

46,648,910

39,853,324

Refundable Fees

7,395,161

7,865,704

Gift Annuities - Long-Term Position

124,313

124,500

Total Liabilities and Net Assets

216,100,333

224,712,119

### STATEMENT OF OPERATIONS

Revenue, Gains, and Other Support

53,792,801

48,497,916

Operating Expenses

63,046,741

59,457,116

Operating Income (loss)

(9,253,940)

(10,959,200)

Non-operating Income

10,709,721

2,730,055

Excess of Revenues Over Expenses

(249,479)

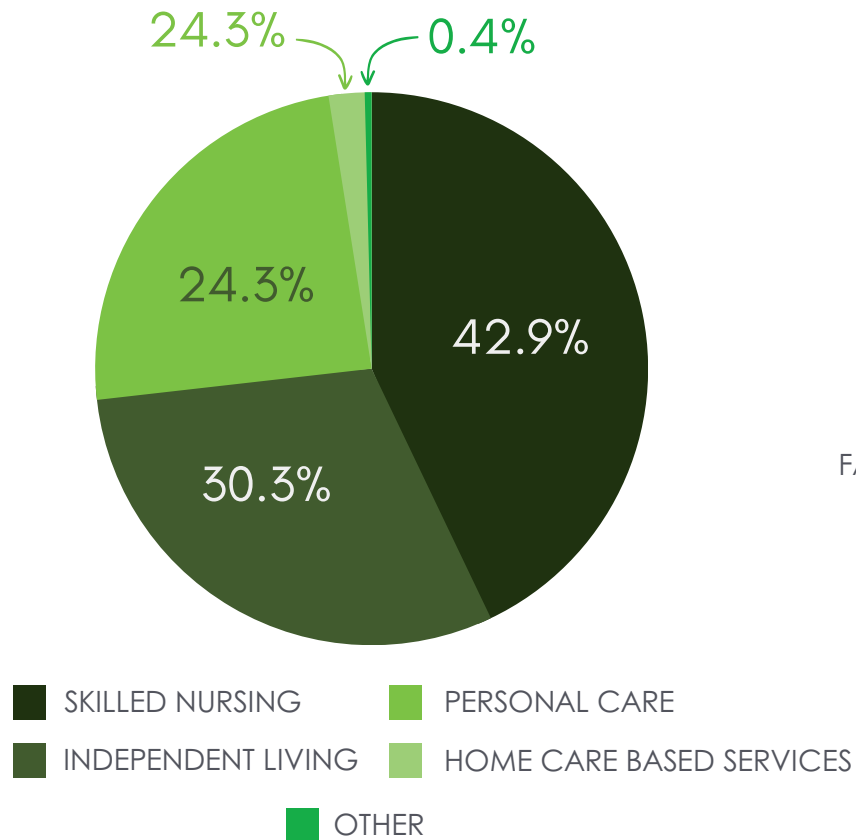
(6,523,885)



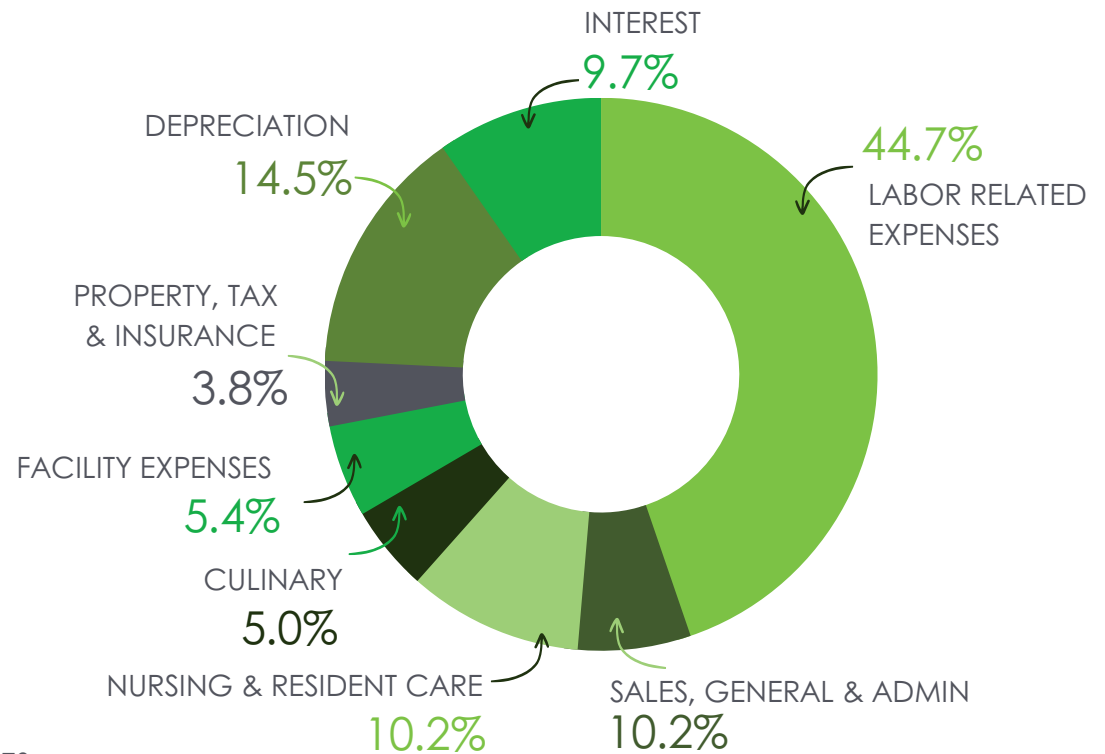
## DECEMBER 31

Other Changes	2022	2021
Change in Net Unrealized Gain (Loss) on Investments	(6,887,974)	1,863,285
Net Assets Released from Restrictions for Capital	236,789	2,371,318
Increase in Unrestricted Net Assets	(13,175,070)	3,985,124
Change in Net Assets with Donor Restrictions	(1,785,527)	89,582
Change in Net Assets	(14,960,597)	4,074,706

## OPERATING REVENUE



## OPERATING EXPENSES







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[www.mennohaven.org](http://www.mennohaven.org)