

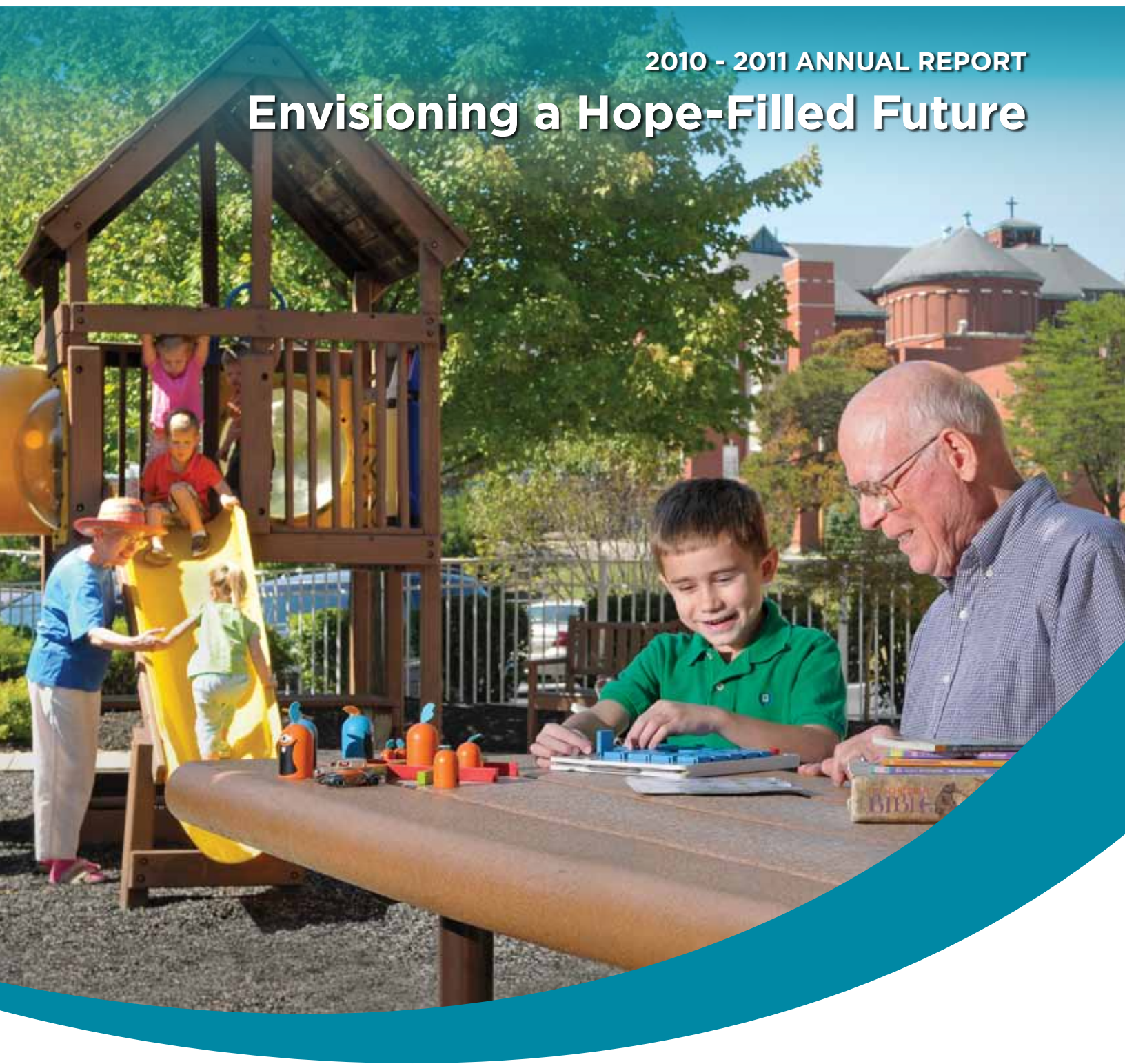
Bayley Life

LIFE IN EVERY MOMENT

FALL 2011

2010 - 2011 ANNUAL REPORT

Envisioning a Hope-Filled Future





From the President's Desk

Dear Friends,

The optimistic title of this report, “Envisioning a Hope-Filled Future,” is no pie-in-the-sky dream nor a look at life through rose-colored glasses. It is my thoughtful and inspired view of what lies ahead for Bayley. For despite the uncertain economic and political times we face, I know that Bayley is guided by a mission that is needed and valued, and I know that everyone here is steadfastly committed to that mission.



The foundation of that mission is person-centered care — seeing each resident as an individual and responding to his or her needs and choices. I hope you enjoy reading the profiles in this report, which offer concrete examples of how that philosophy is carried out at Bayley by staff, volunteers, and family members.

To continue providing this quality of care, we must be diligent in planning for the future. In this report you'll read about our strategic planning process

and how that is laying the groundwork for years to come. I am so grateful to the dedicated members of this committee who are working tirelessly to ensure that our vision remains viable well into the future.

Planning for our financial health is absolutely imperative. We have been continuing to grow our Endowment Fund, which is our response to securing our financial future and our ability to always be able to provide for the needs of our residents. In addition, we have been improving our facilities, expanding our services, and evaluating budgets to ensure that we can accommodate the changing needs of seniors who benefit from our services today and those who will in the years to come.

The continued support of our friends and families is vital to our success. To those who have given so generously of time, talents, and resources, all of us at Bayley thank you. It is because of you that we are able to provide the quality of care that we do.

Sincerely,

Adrienne Walsh
President & CEO

ON THE COVER: *Liz and Bob Maxwell, Village residents, enjoying the children on a bright summer day in Bayley's playground area.*

Bayley provides a continuum of care for seniors in a Catholic/Christian setting. With the Sisters of Charity, we strive to provide compassion and quality of life to those we serve. Our commitment is rooted in the values of respect, honesty and excellence.



Vision as Reality

“When Bayley opened,” recalled Sister Roslyn Hafertepe, “I was so proud to read in the newspaper the description of it as a ‘state-of-the-art facility, forged with new concepts and innovative ideas.’ That is exactly what a group of extraordinarily committed people intended to create. I am even prouder today to see that vision alive and vibrant.”

Currently a member of Bayley’s planning committee, Sister Roz has been a moving force behind the Bayley vision since the beginning. In the mid-1980s, services for older adults for the most part didn’t exist, but the stark reality of the need was surfacing. When the Sisters of Charity Congregation was evaluating ministry trends to see where God might be calling them to lead, the needs of the older adults came up as an issue to explore. As executive treasurer of the Congregation, Sister Roz was in a key position to move the issue forward.

In laying the foundation of what would become Bayley, “the Sisters served as the catalyst with a great commitment of lay individuals,” said Sister Roz. “There were lots of obstacles, issues to be addressed. But the women and men we had in place were passionate and tenacious.”

The Sisters of Charity had been successful in running schools and hospitals, but had limited experience in a continuing care retirement community. “No matter,” said Sister Roz. “We applied our mission principles to develop a holistic, integrated approach in serving the mind and spirit of older adults. This would not be just an updated nursing home, but a place that would encourage independence.”

A crucial concept in this entry into elder care was responding to the needs of the less fortunate. “If we are true to the Gospel call,” said Sister Roz, “we must serve the poor.”



Adrienne Walsh, President/CEO of Bayley, Sister Roslyn Hafertepe, SC, Alice Rogers Uhl, Vice President of Marketing and Development and Paul Kocsis, Vice President of Health and Wellness, discuss the many positive changes Bayley has made over the years.

“I am proud today to see our vision alive and vibrant.”

The response to that call is the building of a strong endowment that can provide care to those in need while not burdening other residents with spiraling fees. “This is not a choice but an obligation — a challenging task, but our Sisters of Charity are not known for walking away from what is difficult.”

Neither are the lay people who teamed with the Sisters to make Bayley a reality. Many individuals have been and are today engaged in carrying out the mission of Bayley. “This is a value-driven organization, committed to quality, compassionate, loving care with special concern for those with economic needs,” Sister Roz said.

“Finding sources of funding for long-term sustainability is a critical goal, and I am confident it will be accomplished. God is ever walking with us and will lead the way. How can we fail?”

Gifts to the Bayley endowment may be made by contacting Alice Rogers Uhl, Vice President for Development and Marketing, 513-347-5735.



Soul Deep

Cheryl Sieve is one of the committed individuals Sister Roz references. A member of Bayley's Endowment Advisory Cabinet, Cheryl speaks passionately about the people who are helping her care for her mother in her declining years.

"Each of us is made of body, mind, and soul," Cheryl said. "Age diminishes your body and mind, but the soul is yours until you give it over. Bayley takes care of that spirit and soul, and that is a distinguishing factor of Bayley."

"The pastoral care team has become my rock."

Family members also are supported by pastoral care. "They help us deal with the changes we're witnessing," Cheryl said. "The pastoral care team has become my rock as well."

Something as simple as a touch of the hand or a warm embrace can be immensely healing to a lonely heart; consequently, the Healing Touch ministry is a vital part of pastoral care at Bayley. So, too, are the prayer shawls knitted by volunteers and given out to residents by the chaplains. "My mother clings to her shawl," Cheryl said. "It's a comforting reminder that pastoral care is there for her."

Regardless of a resident's religious affiliation, pastoral care is an integral part of their lives at Bayley. "Any care facility can offer nourishment to the body and mind," Cheryl said. "But Bayley recognizes the importance of faith and spirit."

Cheryl's mother has been a resident of Bayley for a little over a year now. Years earlier, she was in the rehab unit recovering from a broken leg. "I credit the care at Bayley for allowing her to walk again," she said. "But at some point, rehab isn't feasible, and comfort is what is needed. This comfort takes on a special dimension at Bayley. This is what pastoral care provides, and it is priceless."

Pastoral Care Fund

In addition to the existing Bayley Endowment Fund a new special endowed fund for Pastoral Care has been approved. This Fund is designed to help ensure current and especially future generations of Bayley residents and their families benefit from the myriad of services provided by the Pastoral Care team. This designated endowed fund will provide ongoing operating support to the Pastoral Care Department.

For more information about this Fund please contact ---Bayley Development Office, or 513-347-5735 or alice.rogersuhl@bayleyleife.org



Sister Ann Ryan, OP and Cheryl Sieve, Endowment Cabinet member, take a moment to share the new Pastoral Endowment brochure.

Cheryl has seen first hand the difference that Bayley has made for her mother, a nursing care resident receiving memory support. Previously in other care facilities, Cheryl's mother now takes comfort in the many services provided by the pastoral care team.

"The ministry of this team goes constantly," Cheryl said. The four chaplains of pastoral care regularly meet one-on-one with residents in their rooms. "Those conversations offer them a rock of spiritual stability."

Make 'Em Laugh

Bayley residents who attend Bill Bessler's exercise class find themselves working their cheek muscles as much as anything else.

"I try to get them off to a good start of their day with a little laughin', a little singin', and a little exercise," Bill said.

Bill has been volunteering at Bayley since his father moved there in 2009, after the death of Bill's mother. "He and my mom were together for 67 years, so it was a difficult transition for him," Bill said. "I'd go visit, usually have breakfast with him, but couldn't get him to get involved in any activities. So one day I went with him to an exercise class. That day they happened to need someone to lead it and they asked me. I've been leading it ever since."

The class meets every Monday, Wednesday, and Friday at 9:30 a.m., and Bill recently added a Saturday session. A popular element to the class is Bill's "rap session," a sing-along of old favorites.

"I realized that while many of the residents have short-term memory loss, their long-term memory is great," Bill explained. "So I started using old songs in the class, and that was a big hit." He created songbooks to encourage participation, and class member Lucina, age 91, plays the piano while everyone sings along.

"Most of the people at Bayley are alone, they've lost their spouse, and they're just looking to have some fun again," Bill said. "My role is to lighten their load. I write poems and share them, and they chuckle at those."



Bill Bessler and his morning exercise group – exercising both mind and body!

"A little laughin', a little singin', and a little exercise."

"I've been in sales all my life," Bill continued, "so I know people like it when you show a genuine interest in them. I know everyone's name in my class and, like with any friend, I try to acknowledge birthdays with a card or bring in a special treat now and then."

Volunteering at Bayley, Bill said, is equal parts give and take. "Being in management for a large corporation for the last 20 years of my career, I knew people didn't always like to see me coming. 'Uh-oh, here comes the guy to tell me how I screwed up or to give me another tough assignment.' But here at Bayley, they love to see me coming! What a great boost these friends are to me."



Doctor in the House

Medical Director of Bayley since its doors opened, Dr. Scott Massa is involved with all aspects of medical care on the campus and in its extended community.

“The people who envisioned Bayley had a two-fold mission,” Scott said, “providing a continuing arm of care to those who live on the campus, and helping people age ‘in place,’ in their own homes. Our medical services carry forward that mission.”

A licensed geriatrician, Scott bemoans the fact that there are so few practicing doctors who have gone for the additional training in elder care. “Taking care of the elderly is labor-intensive work,” he said, “but the rewards are great. I find my patients are very appreciative of the care we give. They have significant respect for physicians and trust us. They want to be as comfortable and active as possible. It can be a very satisfying relationship.”

In addition to supervising the medical services of Bayley, Scott is part of a medical practice of five doctors with offices in a separate building on campus. All five doctors see Village residents as well as patients in the surrounding community, and four of the five, including Scott, serve as staff physicians providing patient care to residents in nursing and assisted living.

“In my professional network, I get a sense of what good nursing care is about, and Bayley does it right,” Scott said. “Because of the nature of a nursing facility, we do a lot of end-of-life care. I know we have allowed people to pass with comfort and dignity, and that has a profound effect on them and their families.”

Physical therapy is another important facet of health care for aging adults, Scott explained. “Therapy can be so beneficial to the well-being of elderly patients, not just those recovering from a broken bone, but for those who have any kind of setback, like an illness. Much of therapy for this age group is focused, supervised exercise that can bring a patient back to his or her previous baseline,” he said. Therapy services, including aquatic therapy in the warm-water pool, are available not only to Bayley residents but also to the larger community.



“Taking care of the elderly is labor-intensive, but the rewards are great.”

Dr. Scott Massa, Bayley Medical Director encourages Peggy Berry to stretch and strengthen.

“Bayley has a tremendous commitment to helping people stay in their homes and to enhancing the quality of life for seniors,” Scott said. “I believe this organization, from its very beginning, has been a leader in elderly care, and I have always been proud to associate myself with Bayley.”

Planning for Progress

Bayley began as a visionary organization offering new services for older adults; strategic planning is the key to ensuring it remains at the leading edge of senior services.

“Planning must be a living, ongoing process,” said Don Jansen, chair of Bayley’s strategic planning committee and member of the board of directors. “The process never ends because change is constant, and Bayley must respond to that constant change.”

A health care administrator by profession, Don’s involvement with Bayley began in 2003 when his father moved to the campus. “I was always impressed with the kind, compassionate, quality care that he received at Bayley,” Don said. “And during his years there I had many friends and associates who had relatives at Bayley and shared similar positive feelings.”

Several years later, he was asked to join the planning committee. “In 2008 Bayley was poised to potentially construct a new facility offering independent living apartments — something in between cottages and assisted living,” Don said. “It appeared that was a growing need of seniors. But then the economy started to spiral down, and seniors were facing new concerns about their financial futures. Could they sell their house, did they have funds to make a move?”

Because the planning committee embraced the best practices of independent research, it recognized the need to put the brakes on the project.

The committee took a step back and focused first on meeting the needs of today. “Bayley is now 20 years old and the infrastructure is aging. We need to fiscally plan for replacement or upgrade, just as we would with our own homes,” Don said. The effort to build an endowment took high priority, and a 5-year capital plan was put in place.

To look strategically at the future of Bayley, the board established a dedicated work team joining key members of the finance and planning committees.

Ever mindful of the mission established by the Bayley founders, the team is guided by the four Ps of planning: people, programming, place, and price, Don explained. “We ask ourselves, who

“Planning must be a living, ongoing process.”



The Strategic Planning Steering Committee guides Bayley into the future. Pictured from left to right. Front row - John Kron, Sister Roslyn Hafertepe SC, Don Jansen. 2nd row - Don Keller, Paul Kocsis, Adrienne Walsh, Gary Schroeder, Dave Thorsen. Not Pictured - Doug Bennett, Ed Grout and Patty Lingg.

are the people Bayley wants to serve? What programming do these people need? Where are the places that will best support their needs? And can we do this at a price that Bayley and the resident can afford?”

The work team is currently closing in on two or three options it believes deserve the greatest attention for Bayley’s future and will spend the last quarter of 2011 looking intensely at those. By the end of December, the team will present a recommendation to the board.



Looking Back to Plan Ahead

In the uncertain economic times we currently live in, it is tempting to hunker down, stay the course, and hold off making any plans for change. But Bayley has never been a “wait-and-see” kind of organization.

“We have such a strong legacy of being a leader in services for seniors,” said Adrienne Walsh, President and CEO of Bayley, “and this is the time to truly embrace that original vision as we plan for the future. We always want to be progressive.”

“There are so many changes happening in the marketplace,” she continued, citing funding challenges, health-care reform, an ever-shifting political landscape, and a major movement from nursing care to community-based models of health care. “Certainly these all present challenges, but also opportunities for us. How we respond will determine our future.”

The key, she said, is to stay flexible with a dynamic strategic plan that incorporates market repositioning, replacement revenue streams, and adaptable facility design. When those evolving components are coupled with knowledge of market trends and the political landscape, the planning process will move the organization forward.

“Even though there is a lot of uncertainty in how components will play out, there are things we

know and can plan for so we can be sure we’ll be viable well into the future,” Adrienne said. With guidance from a dedicated board of directors and strategic planning team, Bayley is preparing for a future with more services offered, a greater diversity of revenue streams, and increased partnerships with other care providers.

“Person-centered care is the key,” she said. “That means care is centered on the individual’s specific needs and choices, not on how the institution is structured. This is a true paradigm shift nationally from clinical-based care, but is how Bayley has always operated.”

Of course, the ultimate person-centered care is in the home, so Bayley is working to develop more services that keep people well and where they want to be. For example, Bayley is expanding services through its Be Connected and Adult Day Program. “We want Bayley to be a place where seniors can access services on campus as needed, whether a resident lives here or not, so that we provide a full continuum of care,” Adrienne said.

Another expanding service is helping people recover after release from a hospital following a serious illness, injury, or surgery. “Bayley is positioned to be a leader in post-acute care,” Adrienne said. “Our goal is to help the person live independently again, not bounce from hospital to

2010-11 Highlights

- Efforts to build the endowment in full swing
- Planning process underway, anchored by market research
- Rebranding initiative, based on research, fully implemented
- Technology updates, particularly in medical records and charting, are improving service delivery
- Capital plan implemented with first phase completed, an updated look to Bayley’s first floor
- Medicare census increased with more residents for rehab and discharge to their homes
- Be Connected membership program continues to expand
- Day-to-day delivery of person-centered care continues to provide choices based on resident need and preferences

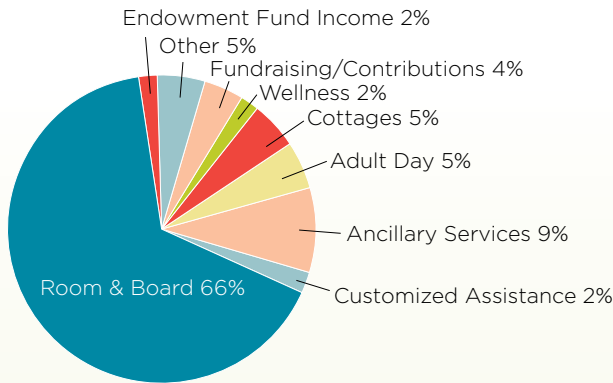
recovery and back again. It's important that we demonstrate we're doing it well by documenting value and quality outcomes. We do the same with health care and assisted living, constantly surveying our residents and family members to see how we're meeting their needs."

"Overall, Bayley has a very strong market position because of our legacy," Adrienne said. "I definitely see a hope-filled future for Bayley and for long-term care generally. It requires being knowledgeable, flexible, adaptable, and looking ahead, always keeping our mission and vision at the forefront."

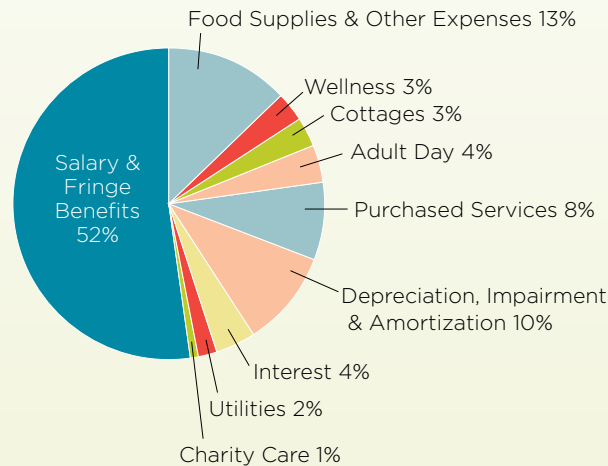
Fiscal Year Report

July 1, 2010-June 30 2011

Source of Funds



Expenditure of Funds



Number of Employees.....	291
Resident Days by Level of Care:	
Skilled Nursing and Rehabilitation.....	3,683
Intermediate Care.....	35,347
Assisted Living.....	25,289
Memory Support Care Assisted Living.....	5,565
Total Resident Days.....	69,884
Percentage of Overall Occupancy (at end of year).....	97.8%
Adult Day Care.....	13,068

Ensuring a Hope-Filled Future

THE BAYLEY ENDOWMENT FUND

Our mission of giving quality care regardless of ability to pay can succeed only with the generous help of donors. We are so grateful to our friends who continue to find ways to support Bayley through these difficult economic times.

Many have found planned giving the best way to follow their heart for Bayley's mission while at the same time providing for their own future needs. There are many types of planned gifts that can increase income and secure resources for your loved ones while contributing significantly to Bayley.

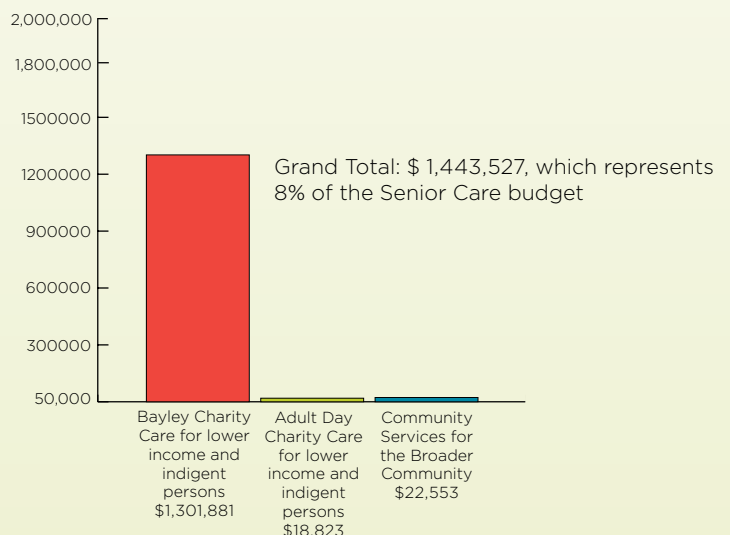
- A gift in your will
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To learn more, please call Alice Rogers Uhl at 513-347-5735.

ANNUAL GIVING

We welcome gifts of all sizes to support the Bayley Annual Fund. These gifts help meet the increasing and changing needs of our residents as well as make possible the outstanding programs and services we provide for them.

Uncompensated Care Expenses



Bayley has become a leader in the health care industry because of the dedication, foresight and commitment of countless staff and volunteers. Over the years, professionals from all walks of life have given their time and talents to serve on the Bayley boards and various advisory committees. These community leaders have embraced the Bayley mission and work with staff to plan, implement and achieve goals that will enable us to prepare for and address future needs.

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2010-2011 Management Team



Front Row left - Larry Niehaus, Adrienne A. Walsh, Alice Rogers Uhl, Dave Thorsen. Second row - Dean Snyder, Ydalia Rios, Patricia Lingg, JoAnn Wilhoit, Sister Ann Ryan, O.P., Kathy Baker. Third row - Linda Coppage, Sandra Kuhlmann, Jenny Lee, Paul Kocsis. Not pictured - Carol Blevins.



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Received from July 1, 2010, through June 30, 2011

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Nominees for the Bayley Mission Award - presented this year to Ron Ayers.



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