



***Annual Report
Fiscal Year 2013-2014***

SHO's Mission: To provide and promote quality affordable housing and services in a caring environment for older adults in Colorado

SHO continues to provide nearly 500 people with critical housing in its six affordable apartment residences and housing and services in six assisted living residences. Services are in demand. For example, affordable apartments have waiting lists that are about a year long. In fact, the waiting lists are so long at some of the residences that they have had to be closed for the time being.

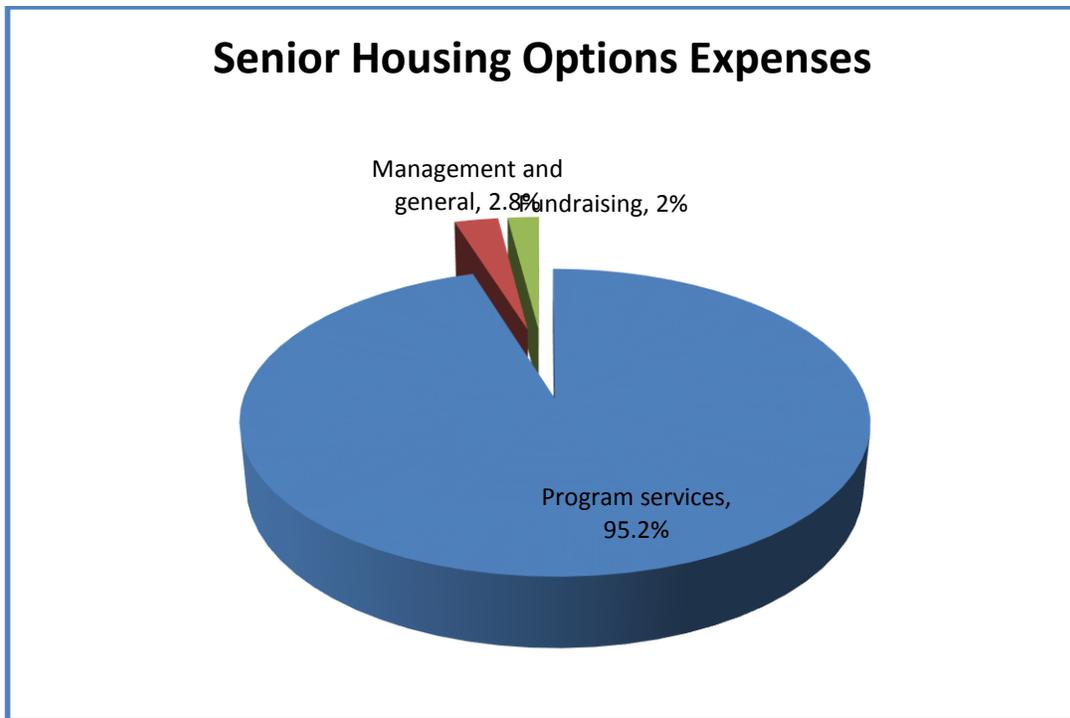
- **First and foremost, SHO continues to serve its 500 residents stressing dignity, independence and loving care for all!**
- **Our residents are happy at SHO.** SHO meets a number of regulatory agency standards. This is important, but far more important is that our residents and their families are happy. SHO practices “meaningful engagement,” providing special intellectual, creative, educational and spiritual activities. All of these activities enhance independence and quality of life for our residents. And it works! SHO's residents and families are surveyed about how they feel about their satisfaction regarding services they receive. Responses to these surveys are most important to our operations. Surveys are conducted in each residence and include 38 measures. Overall categories include activities, care providers, meals, resident rooms, overall facility, management and personal issues. Each measure is ranked on a scale of one to five, with one being poor and five being outstanding. Results of the surveys are used by each residence management team to develop action plans to improve services. **The combined average score for residents is 4.4. These results indicate that SHO services are tops!**
- **Support from our communities. Madison House** in Cortez (Southwestern Colorado) was voted 2013 Best Assisted Living in Montezuma County voted by readers of the *Cortez Journal*, the regional newspaper for the **FOURTH YEAR IN A ROW!** Madison House is always in the local news. Madison House provides lots of activities for residents that result in their high ratings from residents and families. This year they underwent a renovation that was a big hit. And, they have **Basil Rathbone**, the resident dog loved by residents and staff alike.

- **Adult Day Respite Care at Mesa Vista.** With the help of grants from the Daniels Fund and the Boettcher Foundation, SHO recently opened a new program at Mesa Vista in Parachute, Colorado. The program is designed to provide services to elderly in the community who live independently but have need for additional services and a respite for care givers. The services include activities, health care, hair and beauty services and the like. A Community Advisory Committee made up of community leaders provides guidance and assistance to this program as well as to Mesa Vista as a whole.
- **Culture change at The Barth, Cinnamon Park and Parkhill.** These three assisted living residences participated in a year-long “culture change” program designed to further involve residents in creating a more “home-like environment” for the residence. After months of meetings with the residents/staff “Culture Change Committees” implementation of suggestions is in full swing in such areas as food service and activities.
- **SHO Gets Healthy!** This year included major efforts to improve residents’ and staff health.
 - The Barth converted its “smoking room” to a new “recreation area” better serving needs of residents. Funds from the “Snow Day” event (sponsored by the LoDo community) were used to purchase new wood and comfortable leather furniture completed by a large screen television and air hockey game. Residents are pleased with the results and can be found using the new room playing air hockey, watching a movie or having a cup of coffee socializing with friends.
 - To encourage healthy employees, SHO participated in a partnership with Pinnacol Assurance and Trotter Wellness to encourage wellness throughout the organization. SHO offered health risk assessments and counseling opportunities. Participation was encouraged through special SHO health challenges, e.g. drinking more water, more exercise, etc. complete with special incentives for individual and residence participation.
- **Training our employees.** SHO continues to be interested in ongoing education and training for all employees.
 - Managers were involved in several relevant trainings that included leadership instruction presented by executives from the Bellco Credit Union human resources department, national expert Mark Grimm who shared information on strategies and techniques to work with chronically mentally ill residents and learning personal control over stress and humor by motivational comedian, Karyn Ruth White.
 - Continuing classes for staff to enable them to become a “Qualified Medication Administration Person (QPAM)” a certification required for employees to be able to administer medications for residents.
- **Theater raises money.** For the seventh successful year in a row, SHO once again produced a play at The Barth Hotel. This past summer SHO presented *On Golden Pond*. The play was quite a hit and helped raise funds for needs at our

residences. The play received great reviews from publications throughout the Metro area.

Two of SHO's residences participated in the play. Rehearsals were held at the Olin Apartments with a special performance for residents. The play was held in the "living room" of The Barth Hotel. Residents at The Barth were also treated to a special dinner and performance of the play. Residents assist during the performances, watching all the exits as "security" people.

- SHO participated in **Colorado Gives Day** and is a proud member of **Community Shares**.
- **A well-run organization.** Our most recent audit as well as the IRS 990 report were completed. SHO continues to receive positive audits from our independent auditor. The audit also provided information about how SHO uses its dollars. Income for this fiscal year was \$6,433,935. Expenses totaled \$6,670,322. We are proud to report that our administrative and fundraising costs are less than five percent of our annual expenses. The remaining 95 percent of our funds are used to provide services to our residents. Year-end net assets were \$10,091,395.



- **Privacy at SHO.** SHO appreciates the privacy of all our donors. We do not share any of donor information with any other organization. Any information provided by donors is kept confidential within SHO and used only for contacts about SHO and its programs.

Anyone who wishes to have any of their information modified or removed from our lists: Names, addresses, telephone; email addresses, should contact Senior Housing Options by:

<u>Mail</u>	<u>Telephone</u>	<u>Email</u>
1510 17 th Street Denver, CO 80202	303-595-4464 ex. 10	info@seniorhousingoptions.org

SHO maintains all confidential information in house on a secure, protected network system.

- **Board of Directors.** SHO is fortunate to be governed by a dedicated and professional Board of Directors.

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- **Senior Housing Options -- Chief Administrative Staff**

EXECUTIVE DIRECTOR: Teri Whelan. Teri has worked with older adults since 1978 in many capacities; she joined Senior Housing Options (SHO) in September 1989 as the Director of Property Management. At that time SHO owned/managed a total of 5 properties with 212 units. She was appointed Executive Director in February 1994, and today SHO owns and/or operates a total of 14 properties with over 500 units.

In the years she has been associated with SHO, Teri has made significant contributions of time and energy to the community representing aging and disabled citizens in need of affordable housing and supportive services. She has been able to integrate her nursing home administration, real-estate, and construction background in overseeing the development, acquisition, and/or management of over 1200 units of housing for seniors while assisting over a dozen other agencies and nonprofits.

CONTROLLER: Vicky N. Campbell. Prior to joining Senior Housing Options (SHO) in February 1992, Vicky Campbell worked in the field of income property real estate construction, management, accounting and finance for over 15 years. Since coming to SHO, Vicky has restructured and improved the organization's accounting, reporting and auditing procedures. She takes a highly active role in the development of all new real estate projects, working closely with government

agencies, architects, contractors, and lenders from early development stages to the final loan closings.

DIRECTOR OF ASSISTED-LIVING: Cathi Waters. She assumed her position with SHO in May of 1995 after nearly fifteen years of work in the long term care industry. Her extensive experience in the field spans all phases of operations.

In her role as Director of Assisted Living Facilities at SHO, Ms. Waters combines her operational expertise with a genuine concern for the elderly and disabled to assure quality housing and services for our residents. Cathi is directly responsible for all aspects of regulatory compliance and facility management, and serves as a liaison between SHO and outside owners and partners.

DIRECTOR OF MAINTENANCE: Mark Shepler. Mark has been in his current position since April 1999. He has 30 years in technical management, including: hospital engineering management; business management for plumbing, heating and cooling company; facilities management for high tech companies; business manager and service manager for electronic and mechanical repairs company; and production and maintenance manager for production company. He has 20 years working for non-profits.

Mark holds a B S degree in Business Management with 35 additional semester hours in engineering and industrial technology. He graduated in 1992 with honors and was elected to Who's Who in American Colleges and Universities.

***Finally, we thank all of our loyal friends, families and contributors.
We wouldn't be so successful without you!***