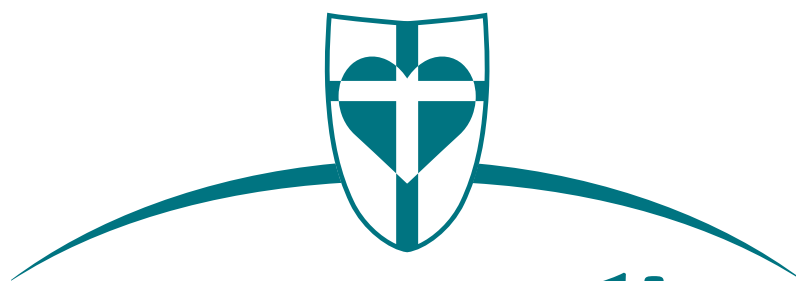


2021

ANNUAL REPORT

September 2020 - August 2021

St. Paul's Senior Services is a mission-driven nonprofit serving seniors since 1960.



St. Paul's

SENIOR SERVICES

LEADERS IN SENIOR CARE

A Plaza resident enjoys a day-trip to Old Town San Diego.



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Dear reader, please note this annual report is reflective of St. Paul's Senior Services fiscal year of August 31, 2020 to September 1, 2021. Throughout this period our state mandated various safety standards to combat COVID-19. As a result in some pictures you will see masks worn and in others they are not. We assure you St. Paul's Senior Services maintained compliance at the appropriate times.



Cheryl Wilson with the Very Rev. Penny Bridges.



Cheryl Wilson celebrates the Grand Opening of the Trinity Place supportive housing community.



Father Jason Samuel and Cheryl Wilson.



Cheryl Wilson hands over the keys of a transport van to SDSU's Communities Fighting COVID-19! team.



St. Paul's thanks donor Dorothea Laub for her major contribution to the Roving Clinic 2.0.



Cheryl Wilson decked out in San Diego Padres gear, ready to head to the game with the COVID-19 response team.

A MESSAGE FROM CHERYL WILSON

PRESIDENT AND CHIEF EXECUTIVE OFFICER



As 2021 winds down and my retirement approaches, I am reminded of the initial vision for St. Paul's so many years ago. The founders of our great organization identified the needs of local seniors, conducted studies, made recommendations and followed through with action. This is the same format we continue to use today to fulfill our mission and to serve the needs of San Diego seniors.

The past two years have exemplified this process as we have dealt with COVID-19 while keeping our seniors, staff and families safe. I think of the courageous team members who never faltered while giving direct care; the support staff who delivered meals, set up transition units, trained staff in PPE and administered tests continuously; and the leadership team who met daily to plan, review studies and guidelines, support staff, make recommendations and ensure the necessary actions were followed. All are heroes and deserving of our praise and thanks.

After 32 years of serving this organization, I reflect on the wonderful staff who care with kindness and compassion; I reflect on how we have grown to serve our diverse community in so many exciting ways; and I acknowledge the amazing support from our greater community and the superb Boards of Directors with their visionary leadership over those years.

But now it is time for new leadership to take St. Paul's to greater heights, to serve in exciting and innovative ways and to prepare for the "New Way" (post COVID-19). The Board has been diligent in their selection process for a new leader with a view to the future. I know that you all will be instrumental in making that future bright through your welcoming and support of this new leader. With your engagement, they cannot help but be successful.

My heart is so grateful to you for making my time here productive, meaningful, challenging and fun every day. Together, we have touched many lives and I believe made this part of the world much brighter. You have enriched my life immensely and I thank you for the amazing opportunity.

May God truly bless you in all you do, every day.

Cheryl



Historic photos of St. Paul's throughout the years.



St. Paul's Senior Services: How it Began



The vision for St. Paul's Senior Homes & Services started in 1953 when members of St. Paul's Cathedral desired a place where congregants and the community could retire and live close to the Bankers Hill Church. After seven years of conceptualization, feasibility studies and fund acquisitions, St. Paul's Senior Homes & Services launched as a residential community for San Diego's elderly of modest means. Officially established in 1960, St. Paul's soon became the most innovative and exceptional senior program provider in San Diego County. This work continues to engage many volunteer leaders, donors, residents and staff who make the world a better place through their kindness and dedication.

In October 2014, the Board of Directors voted to change the name of St. Paul's Senior Homes & Services to St. Paul's Senior Services, while retaining the corporate name of St. Paul's Episcopal Home, Inc. Although a subtle change, it now reflects the many services that St. Paul's offers, beyond residential living.

The opening of St. Paul's Plaza in 2015 was the culmination of 55 years of hard work and determination as it was our most ambitious project yet. In keeping with St. Paul's reputation for innovation, the Plaza is a family-friendly retirement community that allows us to serve a new generation of seniors.

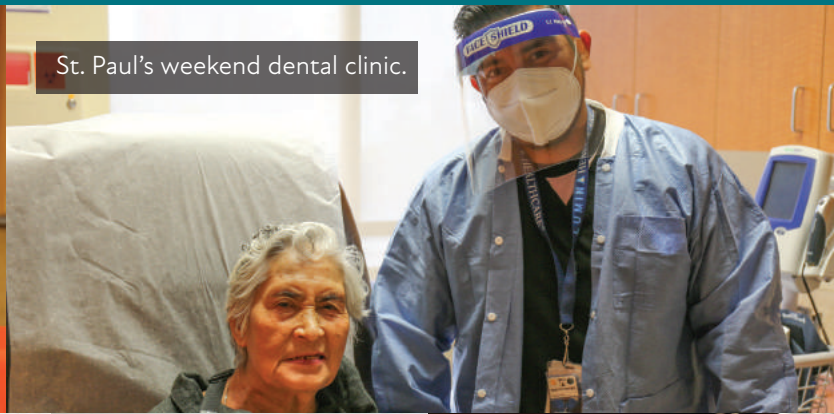
Now, in 2021, St. Paul's Senior Services cares for more than 1,500 seniors every day. We offer residential living and day programs customized to meet the needs of today's seniors. These include three residential communities, a skilled nursing facility, four PACE locations, a child care program and we support eight buildings for formerly homeless seniors. The future will bring redevelopment in the Bankers Hill area to include a brand-new PACE center, low and middle-income housing and a CCRC (Continuing Care Retirement Community).



ST. PAUL'S EMPLOYEES



Child Care graduation ceremony.



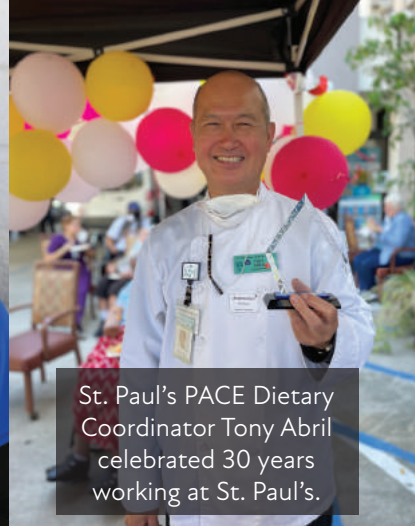
St. Paul's weekend dental clinic.



Staff members Sherry and Brittany enjoying a St. Paul's Taco Truck party.



Nereida, a CNA at St. Paul's PACE Reasner.



St. Paul's PACE Dietary Coordinator Tony Abril celebrated 30 years working at St. Paul's.



The St. Paul's PACE Home Care team celebrated winning "San Diego's Favorite Home Care."



Dining staff at St. Paul's PACE Nemeth ensure a participant enjoys his meal.



Staff members Amy and Nicole set up for a staff party.



St. Paul's PACE Nemeth Clinic Supervisor, Mikaela Skinner.



St. Paul's employee Carmen puts Safety First!

ST. PAUL'S EMPLOYEES



St. Paul's employees celebrate getting their vaccine.



Foundation employee Stewart enjoys a staff taco party.



Clinic staff at St. Paul's PACE Nemeth participate in a butterfly release event to honor those who have passed from COVID-19.



St. Paul's PACE medical staff members take a break to enjoy some pet therapy.



St. Paul's Plaza enjoyed a visit from a mini horse named Sweetie.



The Social Work team at St. Paul's PACE Akaloa.

BOARDS

OF DIRECTORS

St. Paul's Episcopal Home, Inc.

Patrick Edd, Board Chair
Randy Truax, Vice Chair
Louise Phipps, Treasurer
Gloria James, Secretary
Cheryl Wilson, Assistant Secretary
Joe Craver, Past Chair
Mark Allan
Catherine Jean Carlo
Janet Cooper
Jim DeVito
Laury Graves
Dan Gross
Jonathan Hunter
Kirk Jackson
Roberta Jacobsen
Bill Littlejohn
Ben Meza
Jake Sutton
Dick Thorn

St. Paul's Senior Services Foundation Board

Philip Greiner, Chair
John McColl, Vice Chair
Peter Gallagher, Treasurer
Cheryl Wilson, Secretary
Neville Willsmore, Assistant Secretary
Charlie King, Past Chair
Daryl Ferguson
Marcia Gill
Pat Kreder
Bruce Leidenberger
The Rev. Canon Wayne Sanders

Community Eldercare of San Diego dba St. Paul's PACE

Bill McColl, Chair
Mike Matalon, Vice Chair
Yolanda Emery, Treasurer
Cheryl Wilson, Secretary
Jane Flaherty, Past Chair
Shirley Horton
Patrick Hurley
Lesslie Keller
Charlie King
Mark McMahon
Jerry Rindone
Alexandra Vinson
Richard Woltman

Medical Directors

Victor Lee, M.D.
John Gaidry, M.D.
Sandra McColl, M.D.



Letters from the Board

Patrick Edd, Board Chair, St. Paul's Episcopal Home, Inc.

St. Paul's Senior Services entered 2021 the way it left 2020: with challenges, uncertainty and the ever-lingering cloud of the COVID-19 pandemic. As we prepare to leave 2021, challenges remain, uncertainty abounds and the pandemic merely changes its name to the Delta Variant. To a lesser organization, this could be a recipe for failure. Not only has St. Paul's persevered, but it has also grown and planned for the future while continuing to advance its mission and vision to provide for and protect our children and seniors.

St. Paul's meets these challenges in many ways, but none is more evident than the dedication of our volunteers and every member of the St. Paul's staff, from the entry level new hire all the way up to our CEO Cheryl Wilson. St. Paul's leadership in senior care is highlighted through successful initiatives like the PACE Roving Clinic, the COVID-19 transitional units, COVID-19 testing, vaccination clinics and more. It is no wonder St. Paul's is recognized as a leader in senior care throughout San Diego, the state and beyond. These leadership efforts have resulted in St. Paul's having one of the lowest COVID-19 infection rates among residents, not to mention the highest percentage of staff and resident vaccination rates in the industry.

Throughout the decades, St. Paul's has been blessed in many ways, but nothing quite compares to having our President & CEO Cheryl Wilson dedicate 32 years of her life to leading this organization through thick and thin. As Cheryl approaches her retirement in 2022, we anticipate both the loss of a great leader and friend, but we will also embrace new opportunities and possibilities for the future. I know I speak for many when I say, thank you Cheryl for your leadership and for changing the lives of all the people you've cared for through the years. It has been an honor to support you and serve our senior community with you.

It is a privilege to serve as the Chair of the Board alongside other committed board members, Cheryl, and our team of staff and volunteers. We look forward to what is ahead as St. Paul's continues to bring more services to seniors throughout San Diego for decades to come.

Bill McColl, Board Chair, St. Paul's PACE

We, like the rest of the country, believed that 2021 would be the "Back to Normal" year. That prediction couldn't have been further from the truth. However, St Paul's has continued to innovate around changing COVID-19 protocols, utilizing remote technology and launching a roving clinic.

I am grateful to our PACE staff who have given relentlessly to the care of our seniors.

St. Paul's participants have been patient and have shown flexibility in these trying times. Our Board has been diligent in giving our organization direction and our donors continue to be generous. Thanks to all who have helped St. Paul's serve our most vulnerable seniors!

Dr. Philip A. Greiner, Board Chair, St. Paul's Senior Services Foundation

2021 was a year of many challenges for St. Paul's. The Foundation moved all events and activities online, including meetings with potential donors. The needs of the organization and the people we serve were compounded by the pandemic, but Cheryl Wilson's leadership served as a rock upon which we could ground our work, enabling the various units within St. Paul's to pivot and keep our people safe. The Foundation continued to do its work remotely and ended the year with an excellent return. Those who support St. Paul's through their donations continued to do so generously during this pandemic. We are so grateful for all your support.



OUR VISION

We envision a world where seniors have options as to where and how they live.

OUR MISSION

St. Paul's is spiritually guided to help seniors lead enriched lives through excellent and innovative services.

OUR GUIDING PRINCIPLES

- Variety of housing and service options
- Personal and medical care
- Pastoral care
- Culture of inclusion
- Indoor and outdoor recreational and physical activities
- Intergenerational daycare program
- Support of programs for families and the expanded community
- Education, training, and research
- Alliances with community entities to achieve common goals
- Advocacy in seniors issues locally, regionally, and nationally

We continually strive for excellent, cost-effective services that will encourage and enrich independent living. These programs are enhanced and supported by St. Paul's Foundation through endowment funds, the generosity of the community, and strategic alliances.





St. Paul's Senior Services
Nursing and Rehabilitation
John A. McColl Family Health Center

St. Paul's Manor



St. Paul's PACE Nemeth

St. Paul's PACE North County



St. Paul's PACE Akaloa

St. Paul's PACE Reasner



St. Paul's Plaza

St. Paul's Villa



COMMUNITIES *and* PROGRAMS

Corporate Office

Administration and
St. Paul's Foundation
328 Maple Street
San Diego, CA 92103
(619) 239-6900

St. Paul's Villa

Assisted Living and
Memory Care
2340 Fourth Avenue
San Diego, CA 92101
(619) 232-2996
Lic.# 370804823

St. Paul's Senior Services Nursing and Rehabilitation

John A. McColl Family
Health Center
Skilled Nursing and
Rehabilitation
235 Nutmeg Street
San Diego, CA 92103
(619) 239-8687
Lic.# 080000181

St. Paul's Manor

Active Retirement Living
2635 Second Avenue
San Diego, CA 92103
(619) 239-2097
Lic.# 370800558

St. Paul's Plaza

Active Retirement Living,
Assisted Living, and
Memory Care
1420 East Palomar Street
Chula Vista, CA 91913
(619) 591-0600

Lic.# 374603643

Child Care Program

Child Care
328 Maple Street
San Diego, CA 92103
(619) 239-6900
Lic.#'s 376600283, 376600285

St. Paul's PACE

Program of All-Inclusive
Care for the Elderly

StPaulsPACE.org 1(833) PACE NOW

- Reasner Center
111 Elm Street, San Diego, CA 92101
- Akaloa Center
630 L Street, Chula Vista, CA 91911
- Nemeth Center
1306 Broadway, El Cajon, CA 92021
- North County Clinic
304 Seacrest Way, Encinitas, CA 92024

HISTORY OF ST. PAUL'S SENIOR SERVICES

CARING FOR SAN DIEGO SENIORS SINCE 1960

1953	St. Paul's Cathedral parishioners study the feasibility of creating a retirement home for elderly people of modest means.	1997	St. Paul's Intergenerational Program opens. First in California.	2019	Complete interior remodel of St. Paul's Villa.
1960	A non-profit corporation is established and Articles of Incorporation recorded.	1998	Feasibility of a PACE (Program of All-Inclusive Care for the Elderly) program introduced.		Established the lease for our first North County PACE Alternative Care Site (ACS) in Encinitas.
1962	First residents welcomed to St. Paul's Manor. First HUD building in California.		Community Eldercare established		Opening of Park West/Quality Inn, our fourth and fifth supportive housing programs for formerly homeless seniors.
1966	Groundbreaking for the Tower.	2008	St. Paul's PACE Reasner opens in Downtown San Diego.		Established YPSS (Young Professionals Serving Seniors) networking and support group to encourage millennials to join the senior care industry.
1967	St. Paul's Manor Tower fully occupied.	2010	St. Paul's Villa opens a Memory Care Program.		
1978	Plans for a health center begin and a fundraising office is established.	2012	St. Paul's PACE Akaloe in Chula Vista opens.	2020	Opening of St. Paul's PACE North County.
1982	Construction completed on St. Paul's Health Care Center. In 1996, it is named St. Paul's John A. McColl Family Health Center.	2013	Parker Kier supportive housing partnership for formerly homeless seniors begins.		Vision 60 Plan commences to include the restructuring of the Bankers Hill properties.
1984	Love Uniting Volunteers (LUV) Auxiliary founded.	2014	Groundbreaking for St. Paul's Plaza in Chula Vista.		Implemented COVID-19 safety protocols ahead of State mandate.
1987	Assisted Living Program established at St. Paul's Manor, the first in a HUD building.	2015	Opening of St. Paul's Plaza.		One of the first senior organizations to provide COVID-19 vaccinations to seniors.
1990	Assisted Living Program expanded to St. Paul's Manor Tower.		Opening of Celadon, our second supportive housing program for formerly homeless seniors.		
1992	St. Paul's Villa is acquired and new services established.	2017	Opening of Talmadge Gateway, our third supportive housing program for formerly homeless seniors.	2021	St. Paul's PACE first Roving Clinic hits the road.
1996	St Paul's Community Care Center is donated.		Ground breaking for St. Paul's PACE Nemeth, located in El Cajon.		Opened Trinity Place, our supportive housing partnership for formerly homeless seniors.
		2018	St. Paul's PACE Nemeth opens in El Cajon.		Launched the Manor Renovation Campaign.
					Opened Ivy Senior Housing in partnership for formerly homeless seniors.

1967



2015



2017

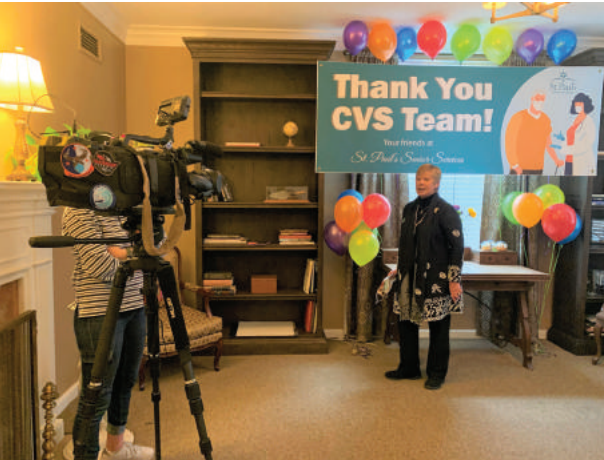


2020



2021





2021 Highlights



St. Paul's PACE hosted a "fan drive" event, and the community donated more than 175 fans for low-income seniors.

The Plaza held a "Motor Mingle" Drive-Thru and Blanket Drive event, collecting more than 500 blankets for St. Paul's PACE seniors.

St. Paul's held its very first vaccination clinic at St. Paul's McColl Nursing and Rehab Center for residents and staff.

St. Paul's held a SUMMERFEST 2021 celebration "in spirit" to benefit the Manor renovation campaign.

2021 *Highlights*

Ellen Schmeding, COO of St. Paul's Senior Services, was elected chair of the California Commission on Aging.

The SAFETY FIRST! Campaign was launched raising funds to purchase much needed PPE and medical supplies.

St. Paul's PACE celebrated 13 years serving San Diego seniors.

PACE hosted a formal tour of our Talmadge Gateway Supportive Housing Community for County leaders, including Omar Passons, County Director of Integrative Services and San Diego County Board of Supervisors Chairman Nathan Fletcher.

St. Paul's Medical Director Dr. Victor Lee was recognized as "Mentor of the Year" by LeadingAge CA.

After many delays due to COVID-19 precautions, St. Paul's PACE in East County held a program formally naming the clinic the Alexander and Eva Nemeth PACE Center.

For Nurses Week, St. Paul's hosted a Coffee and Donuts Drive-Thru for St. Paul's nurses and nurses in the community.

The PACE Roving Clinic 2.0 Symposium was held at St. Paul's new Conference Center updating supporters and donors on the PACE Roving Clinic 2.0.

St. Paul's celebrated hosting 20 vaccination clinics with CVS Pharmacy.

St. Paul's PACE revealed its new-and-improved website, StPaulsPACE.org.

St. Paul's PACE got the keys to the "Roving Clinic 2.0," fully equipped with an exam room, storage, wheelchair lift, tech equipment, and everything needed to serve seniors in their homes.

St. Paul's PACE in Encinitas celebrated one year of serving seniors in North County.

Executive team members gave Congresswoman Sara Jacobs a tour of St. Paul's Plaza.

St. Paul's PACE and Wakeland Housing & Development Corp. opened Trinity Place, a new supportive housing community, and held a Staging Event where 120 volunteers gathered to set up soft furnishings in 73 brand new apartments for formerly homeless seniors.



Manor residents Marjorie and David celebrate their 66th wedding anniversary with a special dinner organized by staff.



Robert moved in to the Manor in the midst of the pandemic.



McColl and Manor residents celebrated Cinco de Mayo with a Fiesta.



Residents enjoy fall festivities at the Manor.

St. Paul's Manor: Independent Living in Bankers Hill

By Damien Rapp, Administrator

St. Paul's Manor is an independent living community located on Second Avenue in Bankers Hill, with 134 apartments, a restaurant, library, hair salon, chapel and 24-hour reception and security. The Manor offers plenty of amenities for active seniors, including a full recreation program, clubs, exercise classes, trips and adventures.

This year has brought unprecedented challenges to caring for and protecting both residents and employees, but our staff has worked tirelessly to make 2021 a successful year. While the community experienced restrictions, the Manor team implemented effective strategies to assist residents with their needs and maintain safety while having some fun along the way!

Early on during the pandemic, we provided in-room meal service delivery. Not only were the staff instrumental in this effort, several key resident volunteers also helped make this a success. Our Activities Director spearheaded a grocery shopping service for the residents, and we continue to offer this service to limit the exposure of our residents. Lastly, we opened up our restaurant for communal dining while implementing the necessary precautions and guidelines.

Our Recreation Department created new ways to offer a variety of activities to the residents. Virtual activities became an important component of our programming; we were able to offer entertainers, games and even group exercise activities. We provided live music on our patios to help enhance the resident experience, opened visitation stations, and we continue to provide hair salon services following local and state guidelines. We are now also providing socially distant scenic drives and tours through our transportation services.

While this year has been challenging, the residents and staff have been exceptional. Many residents have stepped up to serve their fellow residents and keep staff morale strong. We look forward to our future and we continue to create new strategies to enhance our residents' lives, while keeping them safe.

We look forward to starting our major renovation project of the Manor in early 2022. Stay tuned to hear more about our exciting renovation.



**St. Paul's
Manor**

2635 Second Avenue, San Diego, CA 92103
(619) 239-2097 StPaulsSeniors.org
Lic# 370800558



Villa residents participate in fall festivities.



A happy Villa resident.



Residents received temporary tattoos at their "Tattoos and Booze" party, put on by the staff.



Residents enjoy a skit put on by staff and fellow residents.

St. Paul's Villa: Assisted Living and Memory Care in Bankers Hill

By LaTressa Downing, Administrator

St. Paul's Villa provides loving care to residents in both our assisted living community and our "Reflections" memory care community. The Villa in Bankers Hill features 136 private apartments, a restaurant, library, hair salon, chapel and 24-hour reception and security. We offer a full activity program, including arts, education, exercise classes and nature walks.

The Villa is a recently remodeled community with a welcoming living room, a ballroom for entertainment and activities, and a roomy dining room where assisted living residents gather to enjoy three meals every day.

Our "Reflections" memory care community provides residents a safe and purposeful living experience, complete with a full activity schedule focusing on enhancing both the mind and body. We also offer regular religious services for residents of all faiths, including special services planned throughout the year.

The year 2021 continues to be challenging for the senior care industry as we navigate the COVID-19 pandemic. We made many changes to our day-to-day operations and are proud of the additional procedures we implemented—often ahead of state orders—to keep residents and staff safe. We welcomed 38 new residents during the 2021 fiscal year.

We are proud of our staff and their dedication to keeping our residents safe during the pandemic. We look forward to what 2022 will bring as we implement new ways of caring for seniors.



2340 Fourth Avenue, San Diego, CA 92101
(619) 232-2996 StPaulsSeniors.org
Lic# 370804823



St. Paul's Plaza is dog-friendly.



Plaza residents enjoyed a visit from Sweetie, a mini therapy horse.



A nice meal out on the piazza.



Plaza residents received "Fitness Awards" for all of their efforts to stay healthy during the pandemic.



A Plaza resident enjoys a beer from the on-site pub.

St. Paul's Plaza: Independent Living, Assisted Living and Memory Care in Chula Vista

By Kim Stratman, General Manager

St. Paul's Plaza is an aging-in-place community with independent living, assisted living and a private memory care wing called "Reflections."

The Plaza has 154 apartments, a pub, restaurant, wellness center, saltwater therapy pool, outdoor entertainment areas, library, hair salon, chapel, dog park, 24-hour reception and security. Activity programs include arts, education, exercise classes and outdoor excursions.

St. Paul's Plaza welcomed 41 new residents during the 2021 fiscal year, bringing our total to 131 happy residents.

This year has brought challenges in caring for and protecting our residents and employees due to the continuation of the pandemic. The Plaza employees have been very creative in meeting resident needs and keeping them safe.

Our goal is to provide engaging and quality care to our residents, while maintaining their independence. Our activities team, in conjunction with our kitchen team, are having so much fun at the Plaza with outdoor entertainment and special dining and musical events on our piazza.

We look forward to the future and continuing to enhance our residents' lives while keeping them safe.



**Favorite Retirement/
Independent
Living Community**



**Best Retirement
Community**



1420 E. Palomar Street, Chula Vista, CA 91913
(619) 591-0600 StPaulsSeniors.org
Lic# 3374603643

St. Paul's first resident to be vaccinated on December 30, 2020.



Staff and residents received the first dose of the Pfizer vaccine at St. Paul's Skilled Nursing and Rehab Center on December 30, 2020.



St. Paul's Senior Services Nursing and Rehabilitation (John A. McColl Family Health Center)

By Damien Rapp, Administrator

St. Paul's Senior Services Nursing and Rehabilitation is a 59-bed skilled nursing community located on Nutmeg Street in Bankers Hill. Comfortable, modern and staffed with highly-trained medical professionals, "McColl's," as it's fondly referred to by staff, offers rehabilitation and transitional care for those who have recently experienced a hospitalization and those who wish to make their home at McColl's. Amenities include a chapel, hair salon, rehabilitation therapy rooms and a full activity program.

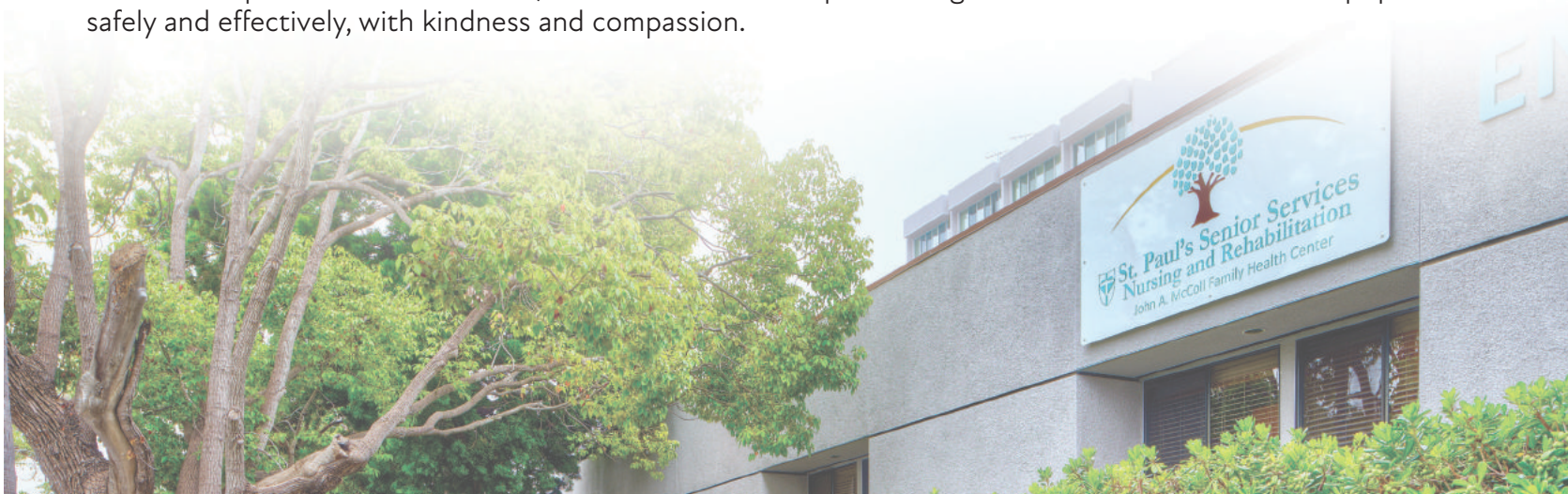
The 2021 year has brought significant challenges and achievements for our community. Like many healthcare facilities, COVID-19 impacted the way we provide care. Our staff has worked hard to minimize the risk of infection for our residents while ensuring they still receive the best care.

The staff at McColl's stepped up to advance our infection control procedures and created a transitional unit to help monitor and prevent the potential spread of COVID-19. Thanks to these measures, no residents in our facility have contracted the COVID-19 virus (at the time of printing). We have been blessed with the dedication of the staff, residents and family members all working together to realize this great achievement.

Throughout this challenging time, our community has continued to grow and thrive. As a result of the changes implemented last year—including the onboarding of talented, interdisciplinary team members and staff—the facility saw an increase in patients with skilled nursing and rehabilitation needs. We welcomed 204 new residents this fiscal year.

We are proud of the healthcare services we continue to provide. These include an extensive rehabilitation program to help restore independence, skilled nursing to manage patients with complex medical conditions, 24/7 care to provide a personalized level of care, and our robust activity program to enhance our residents' quality of life and create moments of joy.

With the help of our dedicated staff, we look forward to implementing new ideas to serve our senior population safely and effectively, with kindness and compassion.





A St. Paul's Day Care child collects eggs during the annual Easter Egg Hunt.



A socially-distant graduation ceremony was held to celebrate the 2021 graduating pre-school class.



A pre-school student shows off her eggs from the annual Easter Egg Hunt.



Two pre-school graduates celebrate their achievement.

St. Paul's Child Care Program

By Vanessa Garcia, Child Care Director

During the 2021 year, our child care program was limited to 40 children due to new safety guidelines. Many of the parents of our children are essential workers who are unable to work remotely, and we are proud to do our part in caring for their children and keeping them safe. We have 14 CPR, First Aid Certified and licensed preschool teachers on staff who provide excellent care every day. Currently, children as young as two years are wearing masks at all times aside from nap and meal times. While this could add additional stress to the children and teachers, our teams have been able to add a layer of fun to the environment so the children do not feel uncomfortable, and as a result, we have not experienced a COVID-19 outbreak within the child care center. We continue to adapt to any changes we are asked to implement so that children and their families remain well and safe.

We also have cared for our staffs' children at no cost to them so they may continue their important work at St. Paul's throughout the pandemic.

Ten preschoolers graduated from child care earlier this summer. St. Paul's staff worked together to coordinate a socially distanced ceremony with precautions in place to keep everyone safe and healthy while celebrating these children.

Parents continuously express their gratitude and appreciation for St. Paul's Child Care. The policies and precautions St. Paul's has put into place throughout this pandemic have allowed for the children to continue to grow, develop and engage with other children in a safe and fun environment.





A St. Paul's PACE Nemeth participant at the Butterfly Release Ceremony.



Clinic staff attend to a PACE participant.



A St. Paul's PACE participant and her dog PJ signed up for free vet care thanks to the Petco Love grant.



A participant at the St. Paul's PACE Café shows off her artwork.



Hundreds of teddy bears were donated to PACE participants during the holidays.

St. Paul's PACE

By Carol Hubbard, Chief Executive Officer - Community Eldercare of San Diego & St. Paul's PACE

This year, we have learned that there are still so many seniors in our community who need the services provided by our PACE program. We have continued to grow our census and incorporate innovative solutions to keep our seniors safe during this public health emergency.

This year, we received approval to expand our services throughout the entire San Diego County, so now we can reach even more seniors, especially in rural communities.

St. Paul's PACE received the keys to our custom-built St. Paul's PACE Roving Clinic 2.0. It is designed and equipped for use by our clinic team to "rove" around San Diego to serve our seniors in their homes.

PACE North in Encinitas has been operational for over a year now and is attracting more North County seniors to join PACE.

Our PACE community now includes 1,134 participants, an increase of 12 percent during a difficult year.

We opened the PACE Café located at our Community Care Center, which allows for additional space to serve our seniors safely and is a great location for PACE assessments and specialist appointments.

Our Medical Director Dr. Victor Lee was awarded "Mentor of the Year" through LeadingAge California for guiding and inspiring our team to meet the COVID-19 public health challenge.

Last but not least, our Home Care department was selected as "San Diego's Favorite" by the *San Diego Union Tribune* readers' poll.

The entire PACE team has been dedicated to the safety and well-being of our seniors, each other, our families and the San Diego community. We are blessed to have a team that is inspired by our mission!



Locations throughout San Diego County!
1(833) PACE NOW TTY 1(800) 735-2922
StPaulsPACE.org



Housekeeping staff have worked hard to keep St. Paul's safe during the pandemic



The IT team enjoyed a well-deserved trip to a Padres game, thanks to the St. Paul's Board of Directors.



St. Paul's drivers worked tirelessly throughout the pandemic to get seniors where they needed to go.



St. Paul's nursing staff enjoyed the Nurses Week Coffee and Donuts Drive-Thru.



The Clinic staff at St. Paul's PACE Nemeth enjoy a laugh together.

Human Resources

By Cory Fish, Human Resources Director

Human Resources ensures St. Paul's Senior Services' most valuable asset, its human capital, is nurtured and supported by creating and managing programs, establishing policies and procedures, and fostering a positive, trusting environment through effective employee-employer relations.

The Human Resources team has added value to the strategic utilization of more than 650 employees and various employee programs, which has impacted the organization in positive and measurable ways in 2021 by:

- Attracting 200 total new hires across all locations, departments and positions. We continue to be flexible with our recruiting efforts by participating in Zoom job fairs and graduating Certified Nursing Assistant (CNA) classes. We also hosted a few in-person job fairs in 2021.
- Investing more than \$18,000 for employee access to unlimited training through our partnership with the Fred Pryor training program.
- Encouraging online training courses, equaling 5,000 training hours in additional personal growth opportunities for employees.
- Investing in our employees through our Education Reimbursement Program. During the fiscal year, we reimbursed more than \$50,000 in continuing education dollars, improving by 66 percent year-over-year.
- Hosting 12 leadership learning sessions through Peter Barron Stark Companies to build critical leadership skills and organizational competencies.
- Converting the annual compensation process from a person-by-person process to a synchronized method using Ceridian's Compensation Module. This new process reduces an estimated five weeks off the normal process.
- Conducting our 5th Annual Gallup Engagement survey, resulting in continued high engagement as 76 percent of employees completed surveys.
- Recognizing more than 184 employees for milestone anniversaries, including Tony Abril who was recognized for 30 years of dedicated service to St. Paul's.
- Inspiring more than 57 unique volunteers to support the organization's Mission and Vision.
- Hosting on-site volunteers, equaling more than 2,300 volunteer hours, valued at more than \$75,000. Considering that COVID-19 dominated the year and drastically reduced the amount of volunteers we could use, we consider this a success.
- Supporting the offsite workforce during the pandemic with procedures and guidance.
- Providing guidance, resources, and support to staff infected by the coronavirus. HR Staff were critical in ensuring our employees received the benefits they deserved through the myriad of employee programs that were put in place to manage the COVID-19 pandemic.

2021 provided new opportunities to innovate and become more flexible, efficient and responsive to a changing work environment, while supporting our most important assets: our dedicated employees and volunteers. We look forward to contributing further to the future of the organization.



St. Paul's East County location was officially named the Alexander and Eva Nemeth PACE Center, thanks to generous donors.

During the pandemic, people from all over San Diego contributed to the "Sunshine for Seniors" program, including this group who created and donated pet rocks.



Staff get a first-look at the Roving Clinic 2.0, donated by Dick and Dorothea Laub.



St. Paul's PACE CEO Carol Hubbard accepts the keys for the Roving Clinic 2.0.



The "Safety First" campaign raised funds for important PPE supplies.

St. Paul's Senior Services Foundation

By Todd Kaprielian, Chief Executive Officer - Foundation

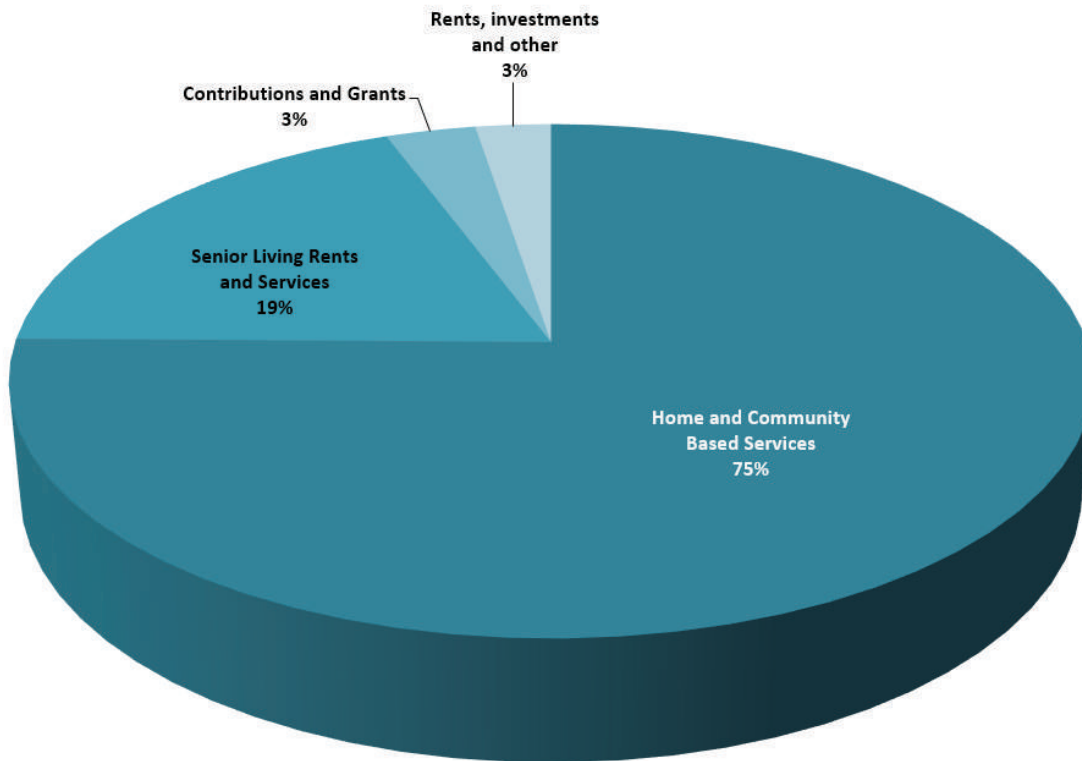
In a year filled with immense uncertainty, growing challenges and too many “virtual” experiences, St. Paul's found consistency, flexibility and certitude in the generous support we received from an abundance of donors, contributors and volunteers. Thank you for being champions of senior care.

- **St. Paul's PACE Nemeth.** After several delays due to the pandemic, St. Paul's PACE was finally able to recognize the generous gift from the Alexander and Eva Nemeth Foundation and reveal the new name of its El Cajon location: St. Paul's PACE Nemeth. PACE Nemeth provides life-changing healthcare services to 280 seniors every day, and they are still growing.
- **The PACE Roving Clinic.** We finished this campaign with enough funding to purchase two roving clinics. The first was received in July and it is now in the process of becoming licensed. Once operational, the second vehicle will be ordered based on the lessons learned from the PACE clinic team as they provide services to participants.
- **Safety First!** Keeping St. Paul's healthcare team and support staff safe remains a top priority at St. Paul's, so that means procuring a lot of personal protective equipment to avoid the spread of infection. To help defer those costs, our friends in the community gave generously to the Safety First! Campaign.
- **Sunshine for Seniors.** The gift of optimism, kindness, compassion and love continues to shine brightly from hundreds of supporters and volunteers for our beloved seniors who spent much of the past year isolated in their homes. Handmade note cards, letters, puzzle books, painted rocks, knitted items and holiday themed gifts are regularly being mailed or delivered by concerned and loving donors.

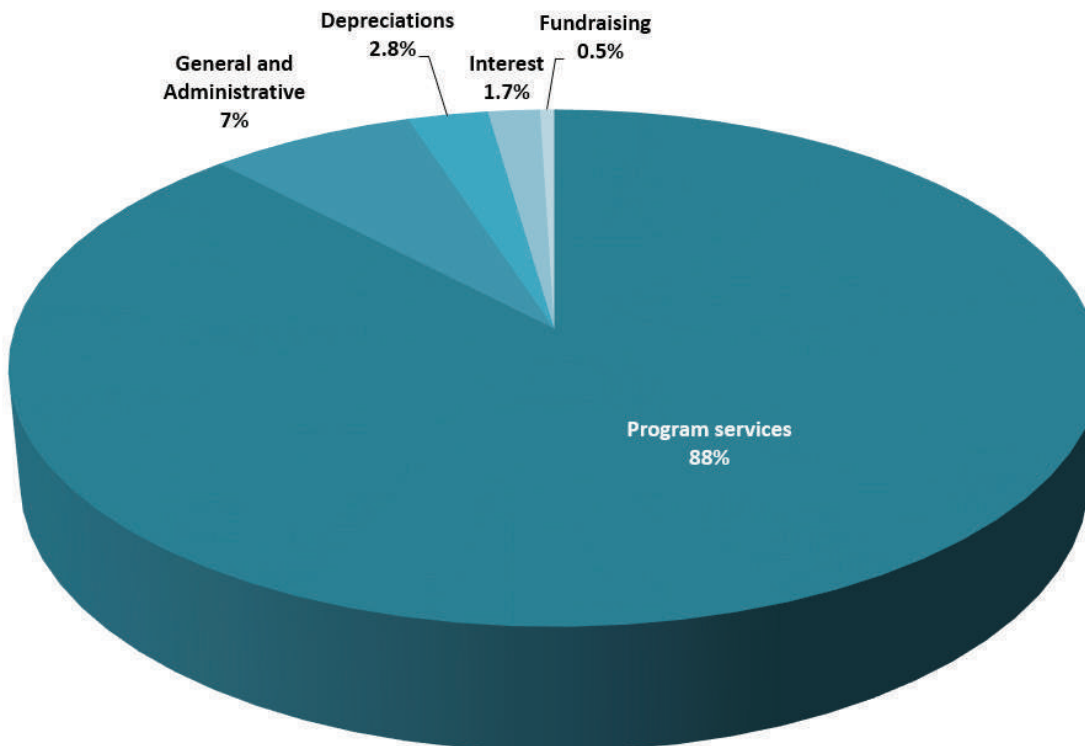


FINANCE HIGHLIGHTS

FISCAL YEAR ENDED AUGUST 2021



Total 2021 Revenues



Total 2021 Expenses

Finance Department

By Randall Sanner, Vice President and Chief Financial Officer

Based on pre-audit financials, overall revenue growth is at a seven percent increase over 2020, and net assets have grown 15 percent. The fair market value of many of our existing properties, based on recent appraisals and offers-to-purchase, is well in excess of recorded values.

Performance by Community

- St. Paul's PACE grew nearly 14 percent as recovery from 18 months of pandemic began to gather strength.
- St. Paul's PACE revenues now account for 79 percent of total program revenues.
- COVID-19 continued to impact occupancies. St. Paul's Manor census decreased by another 12.2 percent in 2021, finishing the fiscal year at 64 percent prior to start of renovations; St. Paul's Villa census ended 2021 unchanged at 75 percent; St. Paul's Plaza improved by 3.5 percent and ended the year with 77 percent census.





The Marketing and Enrollments team celebrates a successful Motor Mingle and Blanket Drive.



Enrollment staff hand out goody bags at the 2nd Annual Fan Drive.



St. Paul's PACE Enrollments team put on a Drive-Thru Fiesta for community partners and family members.



St. Paul's put on a special Nurses Day drive-thru event for more than 250 nurses.



The Outreach team provided lemonade and treats for McColl staff and residents on a hot summer day.



St. Paul's Villa staff were awarded with cookies and coffee for winning "San Diego's Favorite Assisted Living" by the *San Diego Union Tribune*.

Marketing Department

By Amanda Gois, Corporate Marketing Director

September of 2020, the beginning of this fiscal year, was the heart of the COVID-19 pandemic. During that time, St. Paul's attracted media attention for our innovative procedures as we continued to serve our seniors in innovative ways. From launching a Learning Lab for our staffs' children when schools were shut down to hosting San Diego's first senior vaccination site, St. Paul's shared countless stories on television and in print.

We invited media to help us recognize our medical teams during Nurses Week with a Donuts and Coffee drive-through that drew nursing staff from throughout the county, and every local station in San Diego featured our celebratory motorcades honoring grandparents, family, nurses and each other.

Media efforts throughout the pandemic were an emotional roller coaster of coverage as we spoke to pandemic education one day, then celebrated vaccination successes the next. Our public relations coverage included print, broadcast and online media, collectively providing a value of over one million dollars.

During the 2020-2021 Fiscal Year, we were featured in:

- 60 press stories
- 39 broadcast stories
- 25 print/online stories
- 93 minutes of on-air broadcast time

This is a value of \$1,059,640.00 in PR and publicity

Social Media

St. Paul's social media impact has grown in size and significance in 2021. With nine Facebook pages, two Instagram accounts, two Twitter accounts, and two LinkedIn pages, St. Paul's has watched its social media engagement increase greatly as family, friends and staff find new ways to engage with residents and participants, especially due to social distancing. For example, St. Paul's Instagram accounts have seen an almost 300 percent increase in engagement and impressions from the previous year.

Community Outreach

Approximately 50 percent of our client referrals come from our community relationships, which are nurtured by our Community Outreach team.

Community outreach includes health fairs and educating the professional and senior community. In 2021 we repackaged our educational programming and took it to seniors in their communities. We developed the following educational tools: Fall Prevention, Understanding Behavioral Health in Seniors, Hydration Tips and Safety in the Home, all developed by experts here at St. Paul's Senior Services. We believe, as leaders in senior care, that it is our responsibility to share our knowledge with the community.

By developing these tools and sharing them in the community, we are fulfilling our mission of keeping seniors safe, knowledgeable and able to make good decisions about their personal well-being and care. The PACE Roving Clinic will become a part of this "on the road" educational program in 2022. Thank you to the donors and supporters of St. Paul's for allowing us to continue our mission in 2021. We are excited to continue into 2022 and beyond.

Social Accountability

St. Paul's Senior Services' commitment to community service goes above and beyond day-to-day business operations. This means giving back to the community, responding to emergent community needs where possible, and supporting these efforts with significant contributions of staff time and financial resources. These community benefit activities are planned, monitored, documented and listed below:

- In 2021, St. Paul's Senior Services COVID-19 team continued practices to keep both seniors and employees safe while also adding unique ways to keep spirits high. The first vaccines were launched in December of 2020 at McColl's Nursing & Rehab in partnership with the CVS Pharmacy. St. Paul's hosted 287 hours of vaccine clinics, serving communities outside of St. Paul's.
- St. Paul's Skilled Nursing and Rehabilitation provided 2,272 clinical training hours for registered nurses and certified nursing aide students.
- St. Paul's PACE CEO provided 136 volunteer hours of advocacy valued at \$11,174 supporting basic PACE participant needs.
- St. Paul's employees contributed to community organizations, totaling in 230 hours of service. These groups included the Lions Club, Rotary Clubs throughout San Diego County, CalPACE, LeadingAge California, Diocesan Task Force, the Coalition for Solutions to Older Adult Homelessness, the Doris A. Howell Foundation for Women's Health Research, the County's Age Well and Dementia-friendly initiatives, the San Diego Senior Alliance and more. These contributions are valued at the donated cost of \$16,035.
- As leaders in senior care in San Diego, we educate the community on essential planning for the aging process. The marketing and outreach teams conducted the annual educational series "Plan for Tomorrow, Today" for the third consecutive year. We hosted three virtual educational workshops in our series, covering seven topics relating to senior care and planning ahead like living and care options, long-term care insurance, navigating the hospital system, memory concerns and more. We provided this information and resources to caregivers, industry professionals, social workers, and seniors and their families.
- Our outreach team works in a variety of capacities in more than 30 community and educational groups and committees, many of which work to improve the quality of life for seniors. These outreach efforts include participation with the following groups: Aging & Independence Services, Community Action Network Groups throughout San Diego, South Bay Senior Providers, East County Senior Providers, North Inland Senior Providers, East County Collaborative, County Chambers (East, National City, Chula Vista, and Encinitas), San Diego County Council On Aging, East County Food Access Networking Meeting, Chula Vista Community Collaborative, Marketers Supporting Seniors Meeting, Commission On Aging, Older Adult Council Meeting, Caregiver Coalition, Young Professionals Serving Seniors, AIS Health Promotion, AgeWell Dementia Friendly Theme Team Meeting, AgeWell Housing Theme Team Meeting, Rotary, Kiwanis, Las Primeras, The Link Networking Group, Serving Seniors Networking Breakfast and the National Placement and Referral Alliance (NPRA).
- St. Paul's Board of Directors and committee members volunteered 660 different times to ensure quality services for our residents, St. Paul's PACE participants, and to help us serve as an advocate for senior issues across the community.
- The St. Paul's President and Chief Executive Officer made numerous presentations on senior care through advocacy and community service, numbering 601 hours at a value of \$32,391.

Social Accountability Continued

- Our Chief Operating Officer participated in implementation activities in support of the State Master Plan on Aging (released in January 2021), which included participation in stakeholder groups to gather input on the State Area Plan on Aging as well as virtual meetings for all Californians to gather input on the development of a one-stop-shop model for information and assistance at the local level. She continues to serve as the Chair of the California Commission on Aging and provides input and advocacy for needed senior services with the legislature and Governor.
- St. Paul's donated 56 hours to outside organizations that used our conference room spaces, parks and Community Care Center parking lot for their local functions and religious services.
- St. Paul's executives educated and advocated on behalf of senior issues with city, county, state and federal elected officials. These activities benefit seniors in San Diego County, the State of California and the United States. This was accomplished by participation in state and national industry associations and commissions.
- Human Resources provided educational opportunities to employees with a tuition reimbursement of amount of \$56,696, Fred Pryor classes totaling \$18,010 and the Leadership Training Program totaling \$152,511.88.
- Human Resources clocked 105 volunteer hours from outside board affiliations at the estimated value of \$1,896. Additionally, community members who volunteered with St. Paul's clocked 2,301 volunteer hours at an estimated value of \$75,658.
- St. Paul's continues to provide programs and services with costs in excess of revenue for low-income residents and participants, providing subsidies such as:
 - Senior residents facing financial challenges received charity scholarships and rental discounts of \$56,726.
 - St. Paul's PACE Share of Cost forgiveness of \$1,850,217 were given to St. Paul's PACE participants who did not have adequate income to contribute to the PACE program.

Social Accountability Value for Fiscal Year 2020/2021: \$2,118,803



ST. PAUL'S *Awards*



St. Paul's Villa

- St. Paul's Villa is awarded Favorite Assisted Living in San Diego for 2021 by *San Diego Union Tribune*

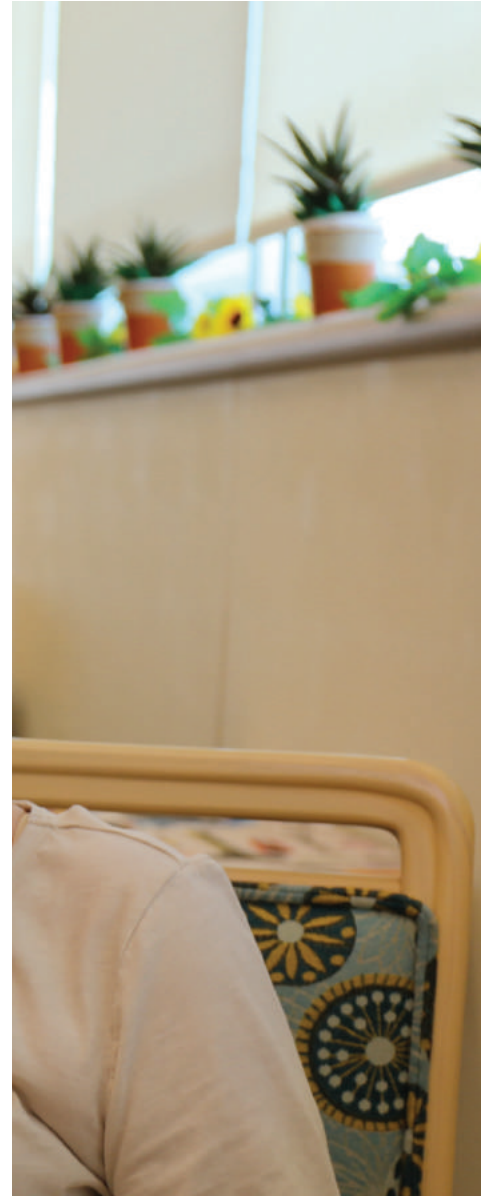
St. Paul's Senior Services

- Cheryl Wilson is a finalist of the CEO of the Year awards by *San Diego Business Journal*
- Mark Valladolid is a finalist of the Information and Technology Director of the Year awards by *San Diego Business Journal*
- Live Well San Diego Public Health Champions
- St. Paul's Medical Director Dr. Victor Lee was recognized as "Mentor of the Year" by LeadingAge CA

St. Paul's PACE

- San Diego Favorite Home Care – Medical by *San Diego Union Tribune*

Thank You For Your Support!



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