St. Paul’s Senior Services is a mission-driven nonprofit. Serving Seniors since 1960.

St. Paul’s employees attended the LeadingAge California 2022 Annual Conference and received the Community Service award.
Dear reader, this annual report is reflective of St. Paul’s Senior Services’ fiscal year of August 31, 2021 to September 1, 2022. 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.

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It is a great honor to return to St. Paul’s Senior Services where I first started my healthcare career 24 years ago. I have toured every community and met with employees, residents, participants, board members, and donors. I have seen first-hand the innovation and leadership in senior care that St. Paul's brings to the San Diego community. Our reputation as “San Diego’s Leader in Senior Care” is well deserved.

This annual report documents the incredible efforts from our 2022 fiscal year, and, throughout these pages, you will see samples of our marketing communications which were designed to address industry-wide circumstances in 2022 such as staffing needs, employee engagement and my personal favorite, the "Aging is Beautiful" campaign which serves to support our effort to create a beautiful life for all seniors.

Looking towards the future of senior care, we will seek new ways to address the emerging needs of seniors who are living longer and in many cases outliving their assets. We are currently working on innovative models to deliver affordable programs and services to address these emerging needs. San Diego's need for affordable housing continues to be a key concern. Here at St. Paul's, we hope to partner with various stakeholders to combine both healthcare and affordable housing to address this need for our senior population. This is not only for low-income seniors but also for those who are considered to be in the "hidden middle," having some resources, but who struggle to pay for the health, personal care and housing services they need. This population needs our help and we will work hard to create new solutions to support them.

We are currently developing a Strategic Plan which will guide us in our vision for the future of senior care at St. Paul's and our efforts to improve the aging experience for older adults in San Diego. Thank you to our employees for their dedication to senior care. Without our valuable employees we cannot accomplish what we strive to achieve. Thank you also to our donors and board members. I am excited for this next chapter and I hope you are too.

Michael McHale
EXECUTIVE TEAM & BOARDS OF DIRECTORS

St. Paul’s Senior Services Executive Team

Carol Hubbard,
Chief Executive Officer, Community Eldercare of San Diego/St. Paul’s PACE

Tim Frazier,
Vice President & Chief Administrative Officer

Todd Kaprielian,
Chief Executive Officer, Foundation

Ellen Schmeding,
Vice President & Chief Operating Officer

Michael McHale,
President & Chief Executive Officer

Randall Sanner,
Vice President & Chief Financial Officer

(Listed left to right)

St. Paul’s Episcopal Home, Inc.
Michael McHale, President & CEO
Patrick Edd, Board Chair
Randy Truax, Vice Chair
Gloria James, Secretary
Joe Craver, Past Chair
Mark Allan
Janet Cooper
Jim DeVito
Laury Graves
Dan Gross
Jonathan Hunter
Kirk Jackson
Bill Littlejohn
Maureen McNulty
Ben Meza
Jake Sutton
Dick Thorn

The St. Paul’s PACE Board
Michael McHale, President
Bill McColl, Chair
Charles King, Vice Chair
Carol Hubbard, Chief Executive Officer & Secretary
Shirley Horton
Patrick Hurley
Lesslie Keller
Jerry Rindone
David Steele
Alexandra Vinson
Richard Wolman

The St. Paul’s Senior Services Foundation Board
Michael McHale, President
Philip Greiner, Chair
John McColl, Vice Chair
Peter Gallagher, Treasurer
Todd Kaprielian, Chief Executive Officer & Secretary
Neville Willsmore, Assistant Secretary
Charles King, Past Chair
Daryl Ferguson
Peggy Killian
Pat Kreder
Bruce Leidenberger
Carrie O’Brien
The Rev. Canon Wayne Sanders
St. Paul's Episcopal Home, Inc.

For St. Paul's Senior Services, 2022 was a year of change; the continued cloud cover of uncertainties surrounding the COVID-19 pandemic began to clear; we celebrated the retirement of our beloved President & CEO of 32 years, Cheryl Wilson; we began the much needed and anticipated renovation of St. Paul's Manor; and we welcomed home with open arms our newest leader, President & CEO, Michael McHale.

With change can come a renewed focus on the future and the opportunities and possibilities it will bring. For St. Paul's, this means building on its stellar leadership in senior care at the local and national levels. We will continue to be innovative in how and where our seniors receive care. This means partnering and forming alliances with other like-minded organizations to redefine the paradigm on how care for our seniors is delivered and exploring all possibilities to better the aging experience.

St. Paul's met the many challenges of the past few years head-on through the hard work and dedication of the people that support it. First and foremost are the staff and their dedication to our Mission and Vision. Secondly, our board members, volunteers and donors without whom an organization like ours would be less of the community asset it is.

Throughout 2022 St. Paul's has continued to grow and with this growth we have been able to serve more seniors. As we plan for continued growth, resources will be required to support our future initiatives. With all of us working together, this will happen.

I'm excited for what the future brings as St. Paul's continues to expand and bring more services to older adults in more places. Thank you for allowing me to serve as your Chair.

Patrick Edd,
Board Chair

St. Paul's Senior Services Foundation

2022 was a year of significant change for St. Paul's. Cheryl Wilson decided to retire, leading to a national search for a new CEO. Also, in 2022, Todd Kaprielian was appointed as the CEO of St. Paul's Senior Services Foundation. This move acknowledges his skills and service to the organization and positions the Foundation to continue to grow in new areas. Key to this growth has been the addition of a Grant Writer, Elaine Kerry and Craig Smith has taken on an exciting new role as Director of Donor Engagement. Our many thanks to those individuals and organizations that support St. Paul's through the Foundation.

The Foundation did an excellent job of raising funds for our PACE Roving Clinics. This campaign ended with funding enough to purchase not one but two roving clinic vehicles. The first was ordered this year; it is now licensed and provides important healthcare services for PACE participants.

Fundraising for the renovation of St. Paul's Manor has been in full swing this year. You will read about the incredible accomplishments of this effort in the Foundation section of this report.

Dr. Philip A. Greiner,
Board Chair
COMMUNITIES AND PROGRAMS

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

St. Paul’s Plaza
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 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 PACE
Program of All-Inclusive Care for the Elderly
StPaulsPACE.org 1(833) PACE NOW
San Diego (Reasner Center)
111 Elm Street, San Diego, CA 92101
Chula Vista (Akaloa Center)
630 L Street, Chula Vista, CA 91911
El Cajon (Nemeth Center)
1306 Broadway, El Cajon, CA 92021
North County Clinic
304 Seacrest Way, Encinitas, CA 92024
MISSION & VISION STATEMENTS & GUIDING PRINCIPLES

Mission Statement

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

Vision Statement

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

Guiding Principles

- Alliances with community entities to achieve common goals
- Advocacy in local, regional, and national senior issues
- Culture of inclusion
- Education, training and research
- Indoor and outdoor recreational and physical activities
- Pastoral care for our seniors and employees
- Personal and medical care
- Support of programs for families and the expanded community

WE CONTINUALLY STRIVE FOR EXCELLENT, COST-EFFECTIVE SERVICES THAT ENCOURAGE AND ENRICH THE LIVES OF OLDER ADULTS. THESE PROGRAMS ARE ENHANCED AND SUPPORTED BY ST. PAUL’S FOUNDATION THROUGH ENDOWMENT FUNDS, THE GENEROSITY OF THE COMMUNITY, AND STRATEGIC ALLIANCES.
The vision for St. Paul’s Senior Services started in 1953 when members of St. Paul’s Cathedral recognized the need for a place where congregants and the community could retire and live close to the Bankers Hill Church. Officially established in 1960, St. Paul’s Senior Services proudly opened St. Paul’s Manor, our first independent living community, which today continues to offer rental apartments to seniors of modest means.

Sixty-two years later, St. Paul’s Senior Services offers care services and residential living to older adults of varying financial and care needs throughout San Diego County. Our PACE and memory care programs have earned awards for excellence and our skilled nursing community was awarded the highest recognition for service and quality care. Thousands of San Diegans have benefited from St. Paul’s mission and today multiple generations have experienced the loving support St. Paul’s provides to our aging population and their families. Our educational programs and dedication to the support of older adults have established St. Paul’s Senior Services as San Diego’s leader in senior care.
<table>
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<th>Year</th>
<th>Event</th>
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<td>1953</td>
<td>St. Paul's Cathedral parishioners study the feasibility of creating a retirement home for elderly people of modest means.</td>
</tr>
<tr>
<td>1960</td>
<td>A non-profit corporation is established and Articles of Incorporation recorded.</td>
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<tr>
<td>1962</td>
<td>First residents welcomed to St. Paul's Manor. First HUD building in California.</td>
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<tr>
<td>1966</td>
<td>Groundbreaking for the Tower.</td>
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<td>1978</td>
<td>Plans for a Health Center begin and a fundraising office is established.</td>
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<tr>
<td>1984</td>
<td>Love Uniting Volunteers (LUV) Auxiliary founded.</td>
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<tr>
<td>1987</td>
<td>Assisted Living Program established at St. Paul’s Manor, the first in a HUD building.</td>
</tr>
<tr>
<td>1990</td>
<td>Assisted Living Program expanded to St. Paul’s Manor Tower.</td>
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<tr>
<td>1992</td>
<td>St. Paul’s Villa is acquired and new services established.</td>
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<tr>
<td>1996</td>
<td>St Paul’s Community Care Center is donated.</td>
</tr>
<tr>
<td>1997</td>
<td>St. Paul’s Intergenerational Program opens. First in California.</td>
</tr>
<tr>
<td>1998</td>
<td>Feasibility of a PACE (Program of All-Inclusive Care for the Elderly) program introduced. Community Eldercare of San Diego established.</td>
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<tr>
<td>2010</td>
<td>St. Paul’s Villa opens a Memory Care Program.</td>
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<tr>
<td>2013</td>
<td>Parker Kier supportive housing partnership for formerly homeless seniors begins.</td>
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<tr>
<td>2015</td>
<td>Opening of St. Paul’s Plaza. Opening of Celadon, our second supportive housing program for formerly homeless seniors.</td>
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<tr>
<td>2017</td>
<td>Opening of Talmadge Gateway, our third supportive housing program for formerly homeless seniors.</td>
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<tr>
<td>2018</td>
<td>St. Paul’s PACE Nemeth opens in El Cajon.</td>
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<tr>
<td>2019</td>
<td>Opening of Park West/Quality Inn, our fourth and fifth supportive housing programs for formerly homeless seniors.</td>
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<tr>
<td>2020</td>
<td>Opening of St. Paul’s PACE North County. One of the first senior organizations to provide COVID-19 vaccinations.</td>
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<td>2021</td>
<td>St. Paul’s PACE first Roving Clinic hits the road. Opened Trinity Place, our supportive housing partnership for formerly homeless seniors. Opened Ivy Senior Housing in partnership for formerly homeless seniors.</td>
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## 2021 HIGHLIGHTS

### St. Paul’s Senior Services 2021-2022 Highlights

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<th>November 2021:</th>
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<td>Trinity Place opened its doors.</td>
<td>D.E.I Steering Committee has its kick-off meeting.</td>
<td>Educational Series begins – 32 attendees.</td>
<td>Prayer Breakfast held with Cheryl Wilson as Keynote Speaker.</td>
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<td>November 2021:</td>
<td>December 2021:</td>
<td>December 2021:</td>
<td>February 2022:</td>
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<td>Ivy Senior Apartments opened its doors.</td>
<td>Motor Mingle held at Plaza – attendees donated over 1,000+ blankets.</td>
<td>21st Annual Legislative Breakfast held.</td>
<td>Announcement of Michael McHale as new President and CEO of St. Paul’s Senior Services.</td>
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<td>March 2022:</td>
<td>April 2022:</td>
<td>April 2022:</td>
<td>April 2022:</td>
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<td>Winter Gala held as a fundraiser for Manor Renovations and the retirement of President and CEO, Cheryl Wilson. Event raised $195,000.</td>
<td>Michael McHale starts as the new President and CEO of St. Paul’s Senior Services.</td>
<td>Michael McHale and PACE Participant Bruce Carron provided a tour of Talmadge Gateway to San Diego Mayor Todd Gloria.</td>
<td>Ribbon Cutting Event for St. Paul’s PACE Roving Clinic, Wellness Center, and PACE Café is held.</td>
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<td>May 2022:</td>
<td>July 2022:</td>
<td>2021/22:</td>
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<td>Renovation of St. Paul’s Manor begins.</td>
<td>Assembly Member Chris Ward visits PACE Roving Clinic, Wellness Center, and PACE Café.</td>
<td>Resident Engagement / LE3 Solutions helping us to innovate St. Paul’s residential programs/activities.</td>
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St. Paul’s Senior Services’ vision for innovative new programs and communities will improve how seniors experience aging. That is our commitment to you, our community, our employees, and the seniors we serve.

St. Paul’s Senior Services is a mission based San Diego non-profit. Established in 1960.

Aging is beautiful campaign featured in the San Diego Business Journal, social media and bus boards.
# 2021-22 Fiscal Year Awards

| **ST. PAUL’S MCCOLL’S** | **Randall Sanner**  
Vice President & Chief Financial Officer,  
**Chief Financial Officer of the Year Award** – Non-Profit Category finalist by the San Diego Business Journal. |
|-------------------------|------------------------------------------------|
| **St. Paul’s Manor**   | **St. Paul’s Villa**  
Gold award for **Best Senior Community**  
by Uptown Downtown News. |
| **St. Paul’s PACE**   | **St. Paul’s PACE**  
**National Innovation Award**  
by the Corporation for Supportive Housing. |
| **St. Paul’s PACE**   | **St. Paul’s PACE**  
**Medical Facility of the Year** finalist by East County Chamber of Commerce. |
| **Cheryl Wilson**   | **Cheryl Wilson**  
retired President & CEO,  
**Michele Tarbet Women in Leadership Award**  
by East County Chamber of Commerce. |
| **Cheryl Wilson**   | **Cheryl Wilson**  
retired President & CEO,  
**Lifetime Achievement Award**  
from CalPACE. |

## Awards and Recognitions

- **St. Paul’s Skilled Nursing & Rehabilitation** receives a **5 Star Rating** from the Centers for Medicare & Medicaid Services.
- **St. Paul’s PACE** receives **San Diego’s Favorite Home Care – Medical** by the San Diego Union-Tribune Reader’s Poll.
- **Cheryl Wilson** retired President & CEO, **LIFETIME ACHIEVEMENT AWARD** from CalPACE.
- **Alberto Aldrete** Director of Operations, PACE. Awarded one of the **Top 50 Most Influential Latino Professionals in San Diego** by the San Diego Business Journal.
- **St. Paul’s Senior Services** 2021 Live Well San Diego 20th Annual **Public Health Champion** – COVID-19 Sector: Older Adult and Disability by the County of San Diego Health & Human Services Agency.
- **St. Paul’s PACE** Nemeth (El Cajon), **Medical Facility of the Year** finalist by East County Chamber of Commerce.
- **St. Paul’s PACE** Nemeth (El Cajon), winner of the **Community Service Award** by Leading Age, California.
Congratulations to our amazing team for being named Healthcare Heroes by the San Diego Business Journal.

Five exemplary leaders from St. Paul's were honored at the Healthcare Hero Awards hosted by the San Diego Business Journal in recognition of the care St. Paul's provides San Diego seniors.

The recipients of this award were:
- **Liza Codina**, RN, BSN, Director of Nursing of St. Paul's Skilled Nursing & Rehabilitation
- **Eric Feeser**, RN, Clinic Supervisor of St. Paul's PACE San Diego
- **Dr. Victor Lee**, Medical Director of St. Paul's PACE
- **Micaela Skinner**, BSN, RN, Clinic Supervisor of St. Paul's PACE El Cajon
- **Vena Valdez**, BSN, RN, PHN, Clinic Supervisor of St. Paul's PACE Chula Vista

Ruby Awards

Bruce Carron, PACE participant, Outstanding Advocate of the Year.

**Nominations:**
- Bruce Carron, PACE participant, Outstanding Resident.
- Ivy Senior Apartments, St. Paul's partnership with Wakeland Development, Project of the Year, New Construction.
- Trinity Place Senior Apartments, St. Paul's partnership with Wakeland Development, Project of the Year, New Construction.
- Wakeland Housing & Development Corporation, St. Paul's partnership for Supportive Housing.
St. Paul's Manor is an independent living community located on 2nd Avenue in Bankers Hill, with 136 apartments, a restaurant, library, hair salon, chapel, 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. It has been home to thousands of seniors over its 62 years.

In the spring of this year, we started our much-anticipated renovation project. As we undergo the demolition phase, we say goodbye to our wonderful past and look ahead to the future with a new and updated look. At the completion of the renovation, we will welcome a state-of-the-art Wi-Fi and digital system, a stunning pub, comfy gathering spaces and fully remodeled apartments, including new kitchenettes and bathrooms.

While the knocking of hammers means progress, it can be challenging for the residents. For this reason, we enhanced our opportunities to venture out with boat rides, concerts, museums, and picnics for our residents to keep enjoying themselves. We look forward to our future and continue to create new opportunities to enhance our residents’ lives while keeping them safe.

We look forward to seeing the completion of the renovation project in the summer of 2023. Stay tuned to hear more about our exciting makeover.

 Damien Rapp,  
Administrator
St. Paul’s Nursing & Rehabilitation (John A. McColl Family Health Center) 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 year 2022 has brought significant challenges and achievements for our community. Like many healthcare facilities, COVID-19 impacted the way we provide care. Our staff worked hard to minimize the risk of infection for our residents while ensuring they still received 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, we have seen minimal cases of the COVID-19 virus. We have been blessed with the dedication of the staff, residents and family members, all working together to keep everyone safe.

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 156 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.

Damien Rapp,
Administrator
St. Paul’s Villa provides loving care to residents in both our assisted living community and our “Reflections” memory care community. The Villa is located on 4th Avenue in Bankers Hill and features 136 private apartments, a restaurant, library, hair salon, chapel, 24-hour reception, and security. We offer a full activity program, including arts, education, exercise classes and nature walks.

Our “Reflections” memory care community provides residents with 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 commemorations planned throughout the year.

The year 2022 continues to be challenging for the senior care industry as we navigate the COVID-19 pandemic. We implemented many changes to our day-to-day operations and are proud of our procedures, which are often ahead of state orders. We are awaiting new guidance from licensing to determine our new normal as COVID-19 appears to be on the decline. We are proud of our staff and their dedication to keeping our residents safe during the pandemic. We look forward to creating fond memories with our residents and staff in 2023.

LaTressa Downing, Administrator
St. Paul's Plaza is an aging-in-place community with independent living, assisted living and a private memory care wing called "Reflections." Located in Otay Ranch, the Plaza is set in a safe and beautiful neighborhood close to shops, restaurants, parks and medical facilities.

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. St. Paul's Plaza welcomed 56 new residents during the 2022 fiscal year, bringing our total to 135 wonderful residents!

The Plaza has maintained safety protocols this year as our community has opened up to outside vendors and exciting new programs. Cristo Rey High School students have been participating in a work-study internship program aimed at providing the students with a workplace experience. This program includes training for the interns as they experience the scope of employment opportunities offered within an organization such as ours. This has been a great learning opportunity for the students to connect with our seniors and shape their futures with valuable real-world experiences.

Our community has also collaborated with SafelyYou; a company focused on fall detection and prevention for memory care communities. SafelyYou offers cutting-edge innovation utilizing artificial intelligence (AI) in detecting falls within a resident room. While this program is still new, we have already seen benefits for our seniors.

The Plaza has a robust activities program that includes arts, exercise, education and health/wellness classes. Our residents enjoy a wide variety of special events, such as entertainment and live musical guests that perform outside on our piazza. We are also implementing technology into our programs to offer new educational, health and wellness enrichment opportunities. These programs are designed to keep residents actively engaged and to provide additional ways for residents to stay connected with their families.

At St. Paul's Plaza, we are committed to providing a welcoming senior living community that puts the care and safety of residents as the top priority, with resort-style amenities, engaging activities and quality services that make the Plaza a place our residents love to call home!

Kim Stratman,
Administrator
Our St. Paul’s PACE program is an all-inclusive managed medical plan that helps seniors receive services necessary to keep them safe and healthy in their own homes. St. Paul’s PACE opened our Downtown San Diego Center in 2008, and now, with our four locations throughout the county, we continue to help thousands of low-income seniors access medical, social, nutritional, and home care services.

This year St. Paul’s PACE completed the fiscal year with a census of 1,273 members. Our downtown center alone is serving over 500 older adults. All of our centers have added new members despite pandemic challenges throughout this year. We experienced periods of ups and downs with staff and participants testing positive for COVID-19. However, due to our high vaccination rate and our strong, experienced team, we weathered the storms and continued to provide excellent care and services to our participants, serving them in new ways to avoid gaps in services. We’re truly grateful for our PACE staff for their continuous passion and intensive efforts to provide the best care for our participants.

One of our program’s newest services, our Wellness Center, expands our offering of Behavioral Health Services. We will continue to add more professional experts and staff education in the coming year.

We proudly expanded the use of the Roving Clinic and brought essential medical services to participants in the comfort of their homes. The Roving Clinic sees an average of 5-7 participants per day and we visit 12 different residential facilities where our participants reside. Our participants have expressed such appreciation for this additional service.

Our focus in this coming year is not only to sustain the quality of our PACE services as we continue to grow but to evolve our organization to be even more efficient, effective, and creative. With our participants’ best interests in mind, we will become more data-driven, apply new technologies, and expand upon best practices.

Carol Hubbard,
St. Paul’s PACE
Chief Executive Officer

Grand opening of St. Paul’s PACE Roving Clinic and Behavioral Health Center.
Not only does St. Paul’s PACE focus on the health of seniors in San Diego, but we also strive to help seniors live independent lives. St. Paul’s PACE works directly with homeless outreach and transitional housing organizations to identify and qualify seniors for housing opportunities and PACE enrollment.

Though there were challenges and pauses due to new regulations and policies, St. Paul’s PACE was able to house 427 formally homeless or at-risk seniors in permanent supportive housing. With increased efforts to improve customer service and provide flexible service delivery, our supportive housing team retained 99% of supportive housing participants.

St. Paul’s PACE has also increased the number of PACE participants living in two of our partnership sites, Trinity Place and Ivy. Our staff focused on ensuring positive tenant engagement through quarterly tenant/staff events. We look forward to building more relationships that will support our mission of helping formerly homeless seniors live healthy and independent lives.

Alberto Aldrete,
St. Paul’s PACE
Director of Operations
Our Child Care program has been instrumental for families in our community, as well as for our own staff. We have caring and dedicated teachers who have stayed healthy and remained vigilant in their classrooms. Our babies, toddlers, and preschool children thrive in our program and it is a pleasure for staff and residents to experience how social, engaging, and playful they have become.
In June, St. Paul’s celebrated the successful completion of the Cristo Del Rey High School Corporate Work Study Program for the 2021-2022 year. Cristo Del Rey’s Corporate Work Study Program is an innovative model of education that gives high school students a college-preparatory education while they earn experience in a work setting. At the celebration event, staff recognized the contributions of each intern as they were awarded a certificate of completion and gift. We wish all the interns much success as they prepare for their college education, future careers and productive lives of service.

Since August 2021, St. Paul’s staff have mentored 12 interns ages 14 and older. Four worked at St. Paul’s PACE sites, four at St. Paul’s Nursing & Rehabilitation, and four at the Community Care Center in the Foundation and Human Resources departments. The interns helped with paperwork, spreadsheets, phone calls, projects, senior activities and much more. They truly became an important part of the daily life at St. Paul’s. Most notably, the interns gained experience in the workforce during a time never seen before – they proved to be resilient, flexible, driven and motivated during the ups, downs and unknowns of the pandemic. They are truly set to tackle anything the future workplace holds for them and we hope they keep St. Paul’s in mind for future employment opportunities.
Human Resources ensures St. Paul’s Senior Services’ most valuable asset—its human capital—is nurtured and supported. This happens by creating and managing needed programs, creating meaningful policies and procedures, and fostering a positive, trusting environment through effective employee-employer relations.

The Human Resources Team has spearheaded various employee programs that have impacted the organization positively and in measurable ways. Here are some examples:

Attracted 260 new hires across all locations. We continued our recruiting efforts by participating in Zoom job fairs and presenting to graduating CNA classes. Our marketing department also launched a “We are Hiring” campaign.

A return to in-person New Hire Orientation. In resuming this training, new hires have fun while learning about St. Paul’s and building connections across the company.

This year, St. Paul’s made a major investment in training our employees by purchasing a training library from Relias, which includes courses offered to all employees. This shift to online training showed value, with staff taking over 8,000 courses throughout the year.

Our Education Reimbursement Program reimbursed more than $50,000 in continuing education dollars to our employees.

St. Paul’s Diversity, Equity, and Inclusion (DEI) initiative covered multiple topics, including training all managers and supervisors on Inclusive Leadership and Unconscious Bias. We contracted with a skilled DEI consultant and created a DEI committee comprised of a diverse group of employees to help guide these efforts. The resulting work produced a 2-year roadmap with four pillars and several action items to help us on our DEI journey.

Cory Fish,
Human Resources Director
I’M A DAD, AN ATHLETE AND A NURSE.
FIND YOUR WORK-LIFE BALANCE

Recruitment advertising to attract nursing staff. Print, bus boards, social media.
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 supporters and volunteers. We thank all of you for being champions of senior care.

**Trinity Place and Ivy Senior Apartments**
St. Paul’s PACE, in partnership with Wakeland Housing & Development, began serving two new supportive housing communities for formerly homeless seniors. Volunteers joined us in setting up 55 apartments at Trinity, our new supportive housing community (located in Grantville) and 45 apartments at Ivy (located in Clairemont). Between the two sites, over 100 volunteers came together to transform empty apartments into warm, welcoming homes for homeless seniors.

**Cheryl Wilson’s Retirement Farewell Event**
St. Paul’s hosted the Opal from the Outback Gala to celebrate the retirement of President & CEO Cheryl Wilson after 32 years of service. Over 350 guests were in attendance at the Sheraton San Diego Hotel & Marina. The event was both a celebration and a fundraiser for renovations of St. Paul’s Manor. The evening was a success with net proceeds from the event reaching $195,000.

**Manor Renovations**
St. Paul’s launched a $12.5 million fundraising campaign for comprehensive renovations at St. Paul’s Manor. Starting in the spring of 2022, construction is on track to wrap up in the summer of 2023. Through the support of many generous organizations and individuals, St. Paul’s has raised $11.8 million.

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**Todd Kaprielian,**
Foundation Chief Executive Officer
Based on pre-audit financials, overall revenue growth for St. Paul’s is at an 11 percent increase over 2021, and net assets have grown 7 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 13 percent as the pandemic recovery continued and new capacity was created. This growth is despite pausing enrollments for three months due to operational staffing needs. St. Paul’s PACE revenues now account for 74 percent of total program revenues.

COVID-19 continued to impact occupancies. St. Paul’s Manor is not accepting admissions during the current renovation. As a result, the census decreased by 10.5 percent in 2022, finishing the fiscal year at 53.7 percent. Excellent marketing initiatives have delivered 35 new residents to move in next year; St. Paul’s Villa census ended 2022 down 2.9 percent at 72.1 percent; St. Paul’s Nursing & Rehabilitation continued to receive new referrals for those needing skilled nursing services, progressively building the daily census, and St. Paul’s Plaza improved by 11.7 percent and ended the year with 89 percent census, the highest census this community has experienced, an impressive achievement given the COVID-19 and staffing challenges present during this year.

Randall Sanner,
Vice President and Chief Financial Officer
In addition to our advertising and public relations campaigns for 2022, St. Paul’s Marketing Department put our skills to work in supporting various internal needs within the St. Paul’s family. Projects included the “Kindness Campaign” to address staff retention and increase employee engagement; the “We Are Hiring Campaign” to fill much needed positions; internal communication related to COVID-19 updates; the introduction of our new President & CEO; and sharing vital strategic directions for the future of our organization. We supported the Finance Department by partnering with Thrivewell Technology for a research project and we worked with the Foundation as they planned for our ‘Opal from the Outback’ event. We assisted with the interior design of the Manor and created an advertising campaign to attract new residents. To date, we have 35 new residents ready to move-in summer of 2023. We continue to add potential residents to our interest list daily!

In 2022 we produced two new branded television commercials which speak to the joys of community living. While these commercials are focused on St. Paul’s residential communities and benefits, they also benefit the entire senior living industry, which strives to educate on the many ways community living can improve the quality of life for older adults. Television provides brand recognition, while print ads, direct mail and social media provide specific, intentional narratives. This combination has resulted in strong inquiries and placements for 2022 despite the challenges of COVID. We are very proud of our “Aging is Beautiful” campaign which is the beginning of a new initiative to communicate to a new generation of older adults seeking information about care and support services.
Our social media followers have significantly increased as a result of the fun internal campaigns we have hosted throughout the year. Employees and community followers enjoyed engaging with our posts and stories about our residential communities and PACE programs and as a result, our top-of-mind recognition remains strong and online marketing has become one of our top referral sources.

We hosted our “Plan for Tomorrow, Today” Education Series three times in 2022. These excellent educational programs are open to seniors and adult children throughout San Diego County. We also participated in health fairs, sponsored events, met with San Diego businesses through our Health Dimensions Expo partnership, hosted our SPEND (St. Paul’s Essential Needs Drive) events, the PACE fan drive, and our famous Jingle Mingle, where hundreds of guests donated over a thousand blankets for our PACE seniors.

With our public relations efforts and media relationships combined, we benefitted from over $1.5 million in value-added market exposure. We are thankful to local and national media sources for welcoming St. Paul’s as guest speakers to educate the community on aging trends.

Amanda Gois,
Chief Marketing Director

Jennifer Romero,
PACE Marketing Manager
SOCIAL ACCOUNTABILITY

In 2022, St. Paul’s Senior Services’ COVID-19 team continued practices to keep both seniors and employees safe and also hosted vaccine clinics in communities outside of St. Paul’s.

St. Paul’s Nursing & Rehabilitation provided clinical training hours for registered nurses and certified nursing aide students.

St. Paul’s PACE CEO and PACE staff provided volunteer hours of advocacy supporting basic PACE participant needs.

St. Paul’s employees contributed to community organizations. 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 County’s Age Well and Dementia-friendly initiatives, the San Diego Senior Alliance, and more.

St. Paul’s Board of Directors and committee members ensure quality services for our residents and St. Paul’s PACE participants and help us serve as an advocate for senior issues across the community.

Our Chief Operating Officer continued to serve on the California Commission on Aging as Chairperson, focused on implementing the State’s Master Plan for Aging and providing input for the Legislature and Governor related to challenges faced by older adults and potential solutions. She also was appointed to serve on the Aging & Disability Justice Coordinating Council by the California Department on Aging Director, representing both the Commission and St. Paul’s Senior Services.

St. Paul’s 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, and supporting these efforts with significant contributions of staff time and financial resources.

St. Paul’s provides free parking to the local synagogue, church, and to local organizations.

St. Paul’s provides the use of our Children’s Park to local school daily.

St. Paul’s hosted religious leaders from throughout San Diego at our annual Prayer Breakfast.

St. Paul’s Chaplains provided services and a ministry of presence for residents, participants, family members and those individuals encountered on the streets of our cities.

St. Paul’s also hosted the 21st annual Legislative Breakfast at the St. Paul’s Conference Center, bringing leaders in services for older adults together to identify priorities for the 2022 legislative year.
Our marketing team partners with over 30 community and educational groups and committees working to improve the quality of life for seniors and represent St. Paul's residential communities and programs. These efforts include participation with the following groups:

- AgeWell Dementia Friendly Theme Team
- AgeWell Housing Theme Team
- Aging & Independence Services
- AIS Health Promotion, Commission on Aging
- Caregiver Coalition
- Chula Vista Community Collaborative
- Community Action Network Groups throughout San Diego
- County Chambers (East, National City, Chula Vista, and Encinitas)
- East County Collaborative
- East County Food Access Networking Meeting
- East County Senior Providers
- Kiwanis
- Las Primera’s
- Marketers Supporting Seniors Meeting
- National Placement and Referral
- Alliance
- North Inland Senior Providers
- Older Adult Council Meeting
- San Diego County Council on Aging
- Serving Seniors
- South Bay Senior Providers
- The Link Networking Group
- Young Professionals Serving Seniors

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. During this past year, St. Paul’s took positions on numerous legislative proposals, including those in support of a ‘shallow subsidy’ program for older adults to allow them to remain housed as well as legislation to provide supportive health and social services to older adults residing in 55+ housing properties.

The Human Resources volunteered at outside board affiliations.

As leaders in senior care in San Diego, we educate the community on essential planning for the aging process. The marketing team conducted their educational series “Plan for Tomorrow, Today” with three educational workshops covering topics relating to senior care like living and care options, long-term care insurance, navigating the hospital system, five essential documents you need and more.

St. Paul's continues to provide programs and services for low-income residents and participants providing subsidies such as charity scholarships and rental discounts for residents facing financial challenges.

Ellen Schmeding,
Vice-President & Chief Operating Officer

Tim Frazier,
Vice President & Chief Administrative Officer