



Lutheran Services Carolinas Boards of Trustees 2015-2016

Lutheran Services Carolinas represents the 2011 affiliation of Lutheran Services for the Aging and Lutheran Family Services in the Carolinas. Each organization continues to be governed by a separate Board of Trustees, yet each board is made up of the same individuals, allowing for continuity in governance.

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Lutheran Services Carolinas Board of Advisors 2015-2016

The Lutheran Services Carolinas Board of Advisors is comprised of community leaders who have demonstrated a passion for LSC. They are leaders, educators, and local experts, who share insights, community updates, and other information to help support LSC in its mission.

- ◆ The Rev. Dr. James S. & Mrs. Virginia K. Aull
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“...and be kind to one another, tenderhearted, forgiving one another,
as God in Christ forgave you.”

—Ephesians 4:32

Dear Friends,

Be kind to one another. Sounds simple enough, doesn't it?

But in a complicated world where opinions are extreme and sharing those opinions can be quick, easy, and anonymous, being kind is sometimes forgotten.

LSC has nearly 1,800 employees now, employees who in 2015 provided direct care and services to nearly 5,600 Carolinians and touched the lives of thousands more. Those employees, people of many ages, ethnicities, faiths, and political persuasions, restored dignity for homeless veterans, protected children from abuse and exploitation, promoted the health and well being of senior adults and so much more.

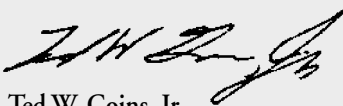
Every day, the people of LSC have countless opportunities to be kind and to show Christ's love. Whether it's a family struggling to avoid homelessness, a caregiver searching for answers, or a refugee seeking tolerance, the people of LSC have the opportunity to serve. They offer smiles and words of encouragement. They lend a hand or give a pat on the back. They take an extra moment to listen, to console, or to comfort. They offer hope, love, and reassurance.

Together with thousands of supporters, donors, volunteers, and advocates, we are driven by the LSC mission, “Empowered by Christ, we walk together with all we serve,” and we are guided by the LSC values of faith, integrity, respect, excellence, compassion, and collaboration.

So while we each may not have the opportunity to bathe a frail elder, comfort a neglected child, or teach a teen with disabilities, we can do so together through Lutheran Services Carolinas. And we all have the potential to be loving, giving, and tenderhearted. Every day, we can hold that thought; we can take a deep breath before we speak. We can agree to disagree.

We can be kind to one another.

Yours in Christ,



Ted W. Goins, Jr.

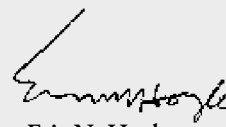
President



Ted W. Goins, Jr.

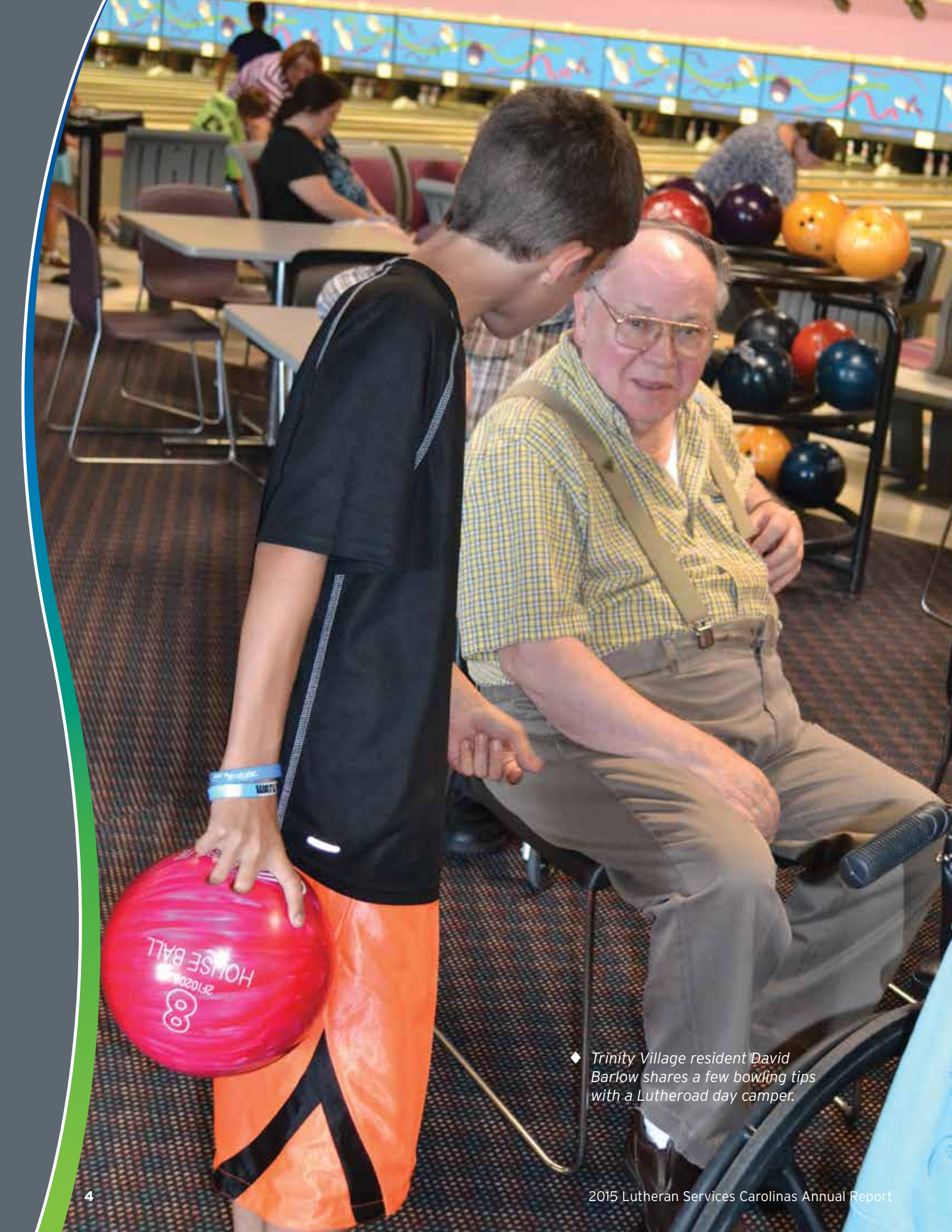


Eric N. Hoyle



Eric N. Hoyle

Board Chair



◆ *Trinity Village resident David Barlow shares a few bowling tips with a Lutheroad day camper.*

Better Together

In 2015, **1,792** employees worked **2,960,636** hours; **1,281** volunteers contributed **30,569** hours of service; **1,541** advocates were called to action; and **2,604** donors (including **1,182** employee donors) joined together to create better lives for the **5,596** people served by LSC.

In 2015, LSC helped:




357 children find loving homes through foster care and family treatment programs.



82 adoptive families, completing **17** adoptions.



226 seniors live more successfully at home.



528 refugees including **342** who were newly resettled in the U.S.



66 unaccompanied children.



25 victims of human trafficking.




57 people with intellectual and/or developmental disabilities through supported living residences.



46 men and women with varying life challenges and disabilities through residential services.




132 people receive support and guidance through the LSC Counseling Center.



53 people combat the symptoms of severe and persistent mental illness.



61 veterans facing homelessness.



229 families - **235** adults and **415** children - find a better future through LSC's Supportive Housing programs.

LSC also helped **3,313** senior adults through **397,602** days of adult day care, assisted living, skilled nursing, rehabilitation, and independent living services.

The year in review and a few things new

Celebrations

- ◆ In 2015, those using LSC services across the Carolinas reported an overall satisfaction rate of 96.5 percent, an outstanding achievement for a complex health and human service organization serving such a diverse population.
- ◆ In recognition of their dedication to the mission of Lutheran Services Carolinas, seven LSC employees were honored with prestigious Loyal Service Awards in 2015: Haneen Alsalfi, LSC Refugee Services; Lu-Ann Auton, Trinity Ridge; Sandra Cross, Trinity Oaks; Robin Mashburn, Trinity Living Center; Ines Preslar, Trinity Oaks; Tammy Tilger, Trinity Ridge; and Burnell “Slim” Walker, Trinity Oaks.
- ◆ Annually, LSC honors donors who have demonstrated exceptional financial commitment to the organization with Philanthropist of the Year awards. Those honored in 2015 were: Banks Scarborough, Florence, S.C.; Jim and Lucy Lippard, Clemmons, N.C.; Allen and Frances Lamb, Wilmington, N.C.; and Jim and Jane Huddle, Charlotte, N.C.
- ◆ New or returning to the LSC Boards in 2015 were the Rev. Jennifer Krushas, Skip Downs, Anna Pasour, and Greg Hudgins. Departing the Boards were Loretta Myers, Katrina Weirick, and Donald Bumgarner. Board service is a tremendous commitment, and LSC is sincerely grateful to these dedicated volunteers for their service.
- ◆ The Charlotte Housing Authority recognized LSC’s Supportive Housing program for exceptional performance in fostering better outcomes for its families. In 2015, 90 percent of clients were able to secure and sustain employment and 80 percent were able to sustain or increase their levels of income, both significant achievements for those on the brink of homelessness.
- ◆ Gary Sisk was honored with LSC’s first Worker of Wonders (WOW) Award. This award was created to honor an LSC volunteer who offers exemplary service and demonstrates significant dedication to the LSC ministry. Sisk has served as a volunteer at Trinity Glen for 29 years and now visits the Winston-Salem senior living community daily.
- ◆ LSC expanded its employee assistance program and is now pleased to be able to offer staff members counseling services as well as financial or legal advice and guidance.
- ◆ In 2015, 83.5 percent of the children served by LSC N.C. foster care programs and 86.7 percent of the children served by LSC S.C. foster care programs were able to remain in their original home placements for the duration of their placement. This is a significant achievement when nationwide a child in foster care is moved approximately three times during a placement. This is also an indication of the excellent job foster care workers do in recruiting and training foster parents.
- ◆ LSC’s Assertive Community Treatment Team offers hope and help to those with severe and persistent mental illness through a mobile, multidisciplinary approach. In 2015, LSC ACTT clients far exceeded goals for medication adherence, maintaining stable housing, and reduced involvement with the justice system, all factors leading to improved quality of life.
- ◆ Every year the North Carolina Health Care Facility Association honors 50 direct-care nursing home staff for excellence through its prestigious “Fabulous 50” awards. Four of the 50 recognized in 2015 are LSC certified nursing assistants and included Sherry Dube, Trinity Elms; Cynthia Tyson, Trinity Place; Wanda Treadwell, Trinity Grove; and Ines Preslar, Trinity Oaks.
- ◆ Ted W. Goins, Jr. was reappointed to the North Carolina Medical Care Advisory Committee. The MCAC is a federally-mandated committee responsible for advising the state’s Secretary of Health and Human Services on the Medicaid program. LSC is fortunate to have a voice on the committee as the state Medicaid program touches the lives of many LSC clients and residents.
- ◆ Goins was also the recipient of the Outstanding Executive of the Year award from the Association of Lutheran Development Executives.

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- ◆ *Trinity Place resident Elsie Hinson welcomes Rusty into her room as he makes his daily rounds.*



The year in review and a few things new

Collaboration and Innovation

- ◆ Work on the Building Independence project, an innovative collaboration of Lutheran Services Carolinas, Habitat for Humanity of Wake County, and The Serving Cup of Raleigh created to build homes for adults with intellectual and/or developmental disabilities, continued in Raleigh and is slated to be completed in the spring of 2016. Partners include the North Carolina Housing Finance Agency, several Wake County Lutheran congregations, Thrivent Financial, Wheat Ridge Ministries, and many other generous supporters.
- ◆ Last year LSC began another unique venture, a collaboration with Lily Pad of Charlotte. The small nonprofit serves survivors of human trafficking and LSC is supporting those efforts with case management services.
- ◆ LSC was chosen amid stiff competition to participate in a cohort study for the Annie E. Casey Foundation. The foundation seeks to advance research that will strengthen families and improve the lives of at-risk youth across the United States.
- ◆ In 2015, LSC launched its HEART program, a series of health and art initiatives now underway in LSC senior service operations. HEART received funding from the North Carolina Coalition for Long-term Care Enhancement and the Centers for Medicare and Medicaid Services in the form of a \$36,190 grant to purchase supplies for the program.
- ◆ Trinity Village, an LSC senior living community in Hickory, joined forces with Novus Way, a Lutheran camping ministry, to create a unique day camp experience called Lutheroad at Trinity Village for kids ages five to 14.

Growth

- ◆ With the addition of two new locations in Darlington, Barger Crest and Briar Gate, LSC now offers 10 supported living residences in South Carolina where people with intellectual and/or developmental disabilities can live and work toward their fullest potential.
- ◆ LSC has also begun developing options for independent living in Wilmington. Now under consideration are a continuing care community similar to Trinity Oaks as well as a community for somewhat younger older adults, “age 55 and up,” on the waterfront.
- ◆ As part of its growing ministry to children, LSC began expanding its work with unaccompanied minors and is now providing more post-placement case management as well as home studies.
- ◆ LSC also began the expansion of its Therapeutic Independent Living Training (TILT) program in the Winston-Salem area and is now receiving steady referrals. The program individualizes training for each client based on need so as to ensure the best possible client outcomes.
- ◆ A plan to move assisted living beds from Trinity Oaks health and rehab to Trinity Oaks independent living called Changing Spaces is now underway on the Trinity Oaks campus. The switch will enable health and rehab to offer more private rooms and to expand and enhance assisted living accommodations.
- ◆ Trinity at Home began providing in-home care on the Trinity Oaks campus and in Rowan County. Application was also made to add nursing services to what Trinity at Home is able to provide and the response is pending.

◆ LSC South Carolina staff members hold a food drive for St. John Neuman School.





◆ A father and son, refugees from the Congo, exit the airport to start their new lives with the help of LSC.

FINANCIAL STATEMENT

2015

Lutheran Services Carolinas senior services ended the 2015 fiscal year on a positive note, turning a difficult 2014 fiscal year into a profitable 2015 with an operating income of \$1,283,422. Investment losses reduced that amount to \$320,612 excess revenue over expense. LSC's newest senior living community, Trinity Elms health and rehab, opened its doors in October of 2014. By September of 2015, the Trinity Elms occupancy rate exceeded 90 percent. Overall, occupancy at the remaining nursing homes was strong at nearly 95 percent. This positive margin will allow LSC senior services to invest those funds back into the various operations for needed capital improvements.

FYE 2015 capped a year of transitions for Lutheran Services Carolinas child and family services, with a slight operating gain of \$787 for the year, increasing to \$512,453 when including investment income and contributions. On the staffing side, North Carolina was split geographically into two regions, and each is now staffed with an executive director to better serve staff and clients. A business developer was also added to aid in strategic positioning with the evolving social services landscape. On the program side, foster parent recruiting began a retooling process with the goal of increasing the number of LSC foster parents available to meet the states' need for placements. Work is also being done to expand certain managed care organization (MCO) contracts to allow for additional foster care placements.

VISION

The vision of Lutheran Services Carolinas is to fulfill the proclamation of Christ in John 10:10, "I came that they may have life and have it abundantly."

MISSION

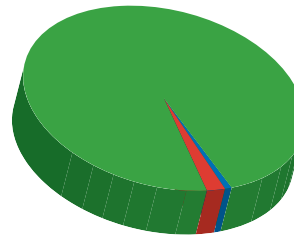
Empowered by Christ, we walk together with all we serve.

LSC SENIOR SERVICES OPERATIONS STATEMENT

REVENUE	AMOUNT
Resident Services	\$84,902,223
*Unrestricted Contributions	232,449
Other Services/Investment Income	773,679
TOTAL REVENUE	\$85,908,351

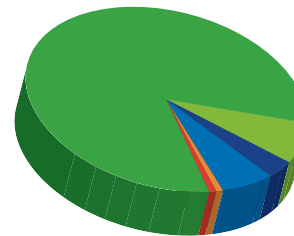
EXPENSE	AMOUNT
Program Services	\$68,942,441
Administration	6,575,210
Interest	3,097,686
Depreciation & Amortization	5,636,927
Resource Development	674,010
Marketing	661,465
TOTAL EXPENSE	\$85,587,739
Excess revenue over expense	\$ 320,612

**Please note the contributions listed above are unrestricted. Contributions from all sources totaled \$535,168 for senior services.*



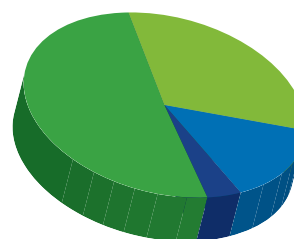
Revenue

- Resident Services | 98.8%
- Unrestricted Contributions | 0.3%
- Other Services/ Investment Income | 0.9%



Expense

- Program Services | 80.6%
- Administration | 7.7%
- Interest | 3.6%
- Depreciation & Amortization | 6.5%
- Resource Development | 0.8%
- Marketing | 0.8%



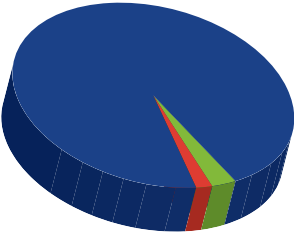
Nursing Home Occupancy

- Medicaid | 51.0%
- Private Pay | 29.6%
- Medicare | 15.3%
- Insurance | 4.1%

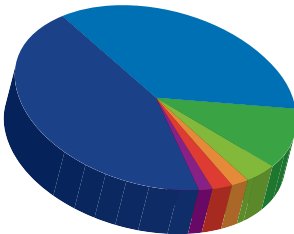
LSC CHILD AND FAMILY OPERATIONS STATEMENT

REVENUE	AMOUNT
Resident Services	\$15,906,318
*Unrestricted Contributions	511,856
Other Revenue	287,736
TOTAL REVENUE	\$16,705,910
EXPENSE	AMOUNT
Program Services	\$13,149,206
Administration	2,366,736
Interest	169,493
Depreciation & Amortization	148,109
Resource Development/ Public Relations	359,913
TOTAL EXPENSE	\$16,193,457
Excess revenue over expense	\$ 512,453

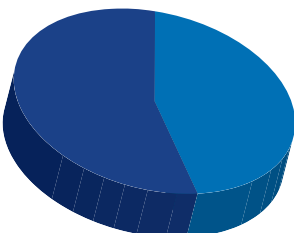
**Please note the contributions listed above are unrestricted. Contributions from all sources totaled \$646,769 for child and family services.*



Revenue
 ■ Resident Services | **95.2%**
 ■ Unrestricted Contributions | **3.1%**
 ■ Other Revenue | **1.7%**



Expense
 ■ Foster Care | **43.4%**
 ■ Residential Care | **34.9%**
 ■ Refugee Resettlement | **11.2%**
 ■ ACT | **4.3%**
(Assertive Community Treatment)
 ■ Supportive Housing | **2.2%**
 ■ Veterans Services | **2.4%**
 ■ Adoption Services | **1.6%**



Programs by State**
 ■ North Carolina | **53.6%**
 ■ South Carolina | **46.4%**

***Though some refugee and veterans operations are physically located in North Carolina, they are managed from South Carolina and are therefore designated here as South Carolina programs.*

With the help of thousands of volunteers, donors, and faith partners, LSC helps veterans and others transition from homelessness to dignity; protects children at risk of abuse and neglect with foster care; improves the lives of those battling severe and persistent mental illness through innovative programs; encourages growth and independence for those with developmental disabilities; places children in loving adoptive homes; provides warmth and welcome to refugees seeking sanctuary; and enables many men and women with varying life challenges or disabilities live proudly and independently with residential or supportive services.

LSC also provides a comprehensive array of residential options and support services to North Carolina seniors to promote safety, security, health and well-being: vibrant retirement communities, quality rehabilitation and skilled care nursing services, assisted living residences, home care, geriatric care management, and caregiver support.

LSC Trinity Senior Living Communities

Trinity Elms
 (Assisted Living)
 3750 Harper Road
 Clemmons, NC 27012
 336-766-2131

Trinity Elms
 (Health & Rehab)
 7449 Fair Oaks Drive
 Clemmons, NC 27012
 336-747-1153

Trinity Glen
 849 Waterworks Road
 Winston-Salem, NC 27101
 336-595-2166

Trinity Grove
 631 Junction Creek Drive
 Wilmington, NC 28412
 910-442-3000

Trinity Oaks
 (Independent Living)
 728 Klumac Road
 Salisbury, NC 28144
 704-633-1002

Trinity Oaks
 (Health & Rehab)
 820 Klumac Road
 Salisbury, NC 28144
 704-637-3784

Trinity Place
 24724 South Business 52
 Albemarle, NC 28001
 704-982-8191

Trinity Ridge
 2140 Medical Park Drive
 Hickory, NC 28602
 828-322-6995

Trinity View
 2533 Hendersonville Road
 Arden, NC 28704
 828-687-0068

Trinity Village
 1265 21st St., NE
 Hickory, NC 28601
 828-328-2006

Community-Based Senior Services

Trinity at Home
 820 Klumac Road
 Salisbury, NC 28144
 704-603-2776

Trinity Living Center
 1416-A S. Martin Luther King, Jr. Ave.
 Salisbury, NC 28144
 704-637-3940



Lutheran Services Carolinas is a 501 (c)(3) nonprofit health and human services organization and a social ministry, serving children and families in North and South Carolina and older adults in North Carolina. Comments or questions regarding the 2015 LSC Annual Report should be directed to Mary Ann Johnson, director of community relations, LSC Administrative Office, P.O. Box 947, Salisbury, NC, 28145 or by e-mail to mjohnson@LSCarolinas.net.

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