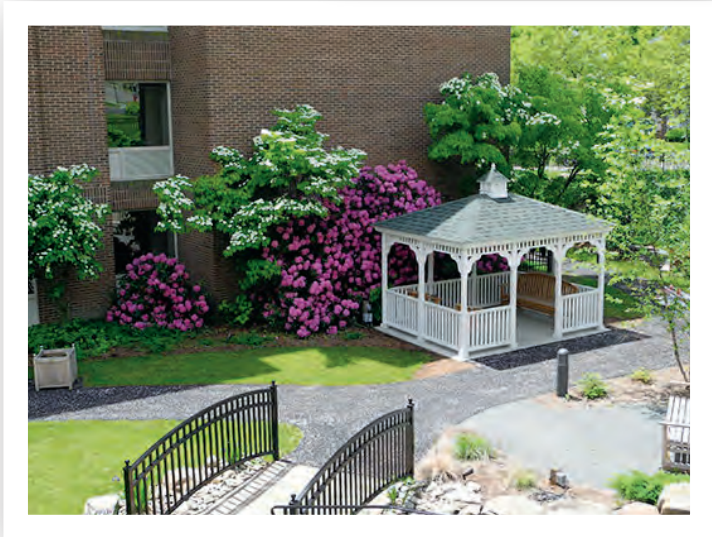


2022/2023 Annual Report



Good Shepherd Communities Vision

To enhance Good Shepherd Communities' outreach through innovative development of quality care, services and housing provided to seniors in our current markets and beyond, with an unyielding commitment to all of our stakeholders.

Good Shepherd Communities Mission

Good Shepherd Communities is committed to anticipate and meet the needs of seniors through the development and operation of a broad range of innovative services and facilities. We will design and explore opportunities for growth, collaborative relationships and affiliations with other community members to enhance and enrich senior living and to adapt to the ever-changing environment. We will continually evaluate our organization to ensure we are operating at our highest potential.

A Message from the Chair

It's amazing how quickly the year has gone by, and many exciting things have happened at Good Shepherd Communities. Construction crews are on-site, and things are well underway for the Village's \$15 million renovation. We've all seen the design drawings, and it will look amazing! Chase was also awarded an \$8 million NYS grant, which will be used toward building a new facility in Chenango County. Materials and costs continue to be higher than a few years ago, but we remain committed to the future by making these significant capital investments.

July 31, 2023, was Mike Keenan's last day as President and CEO of Good Shepherd Communities. In the previous 22 years, Mike helped to make Good Shepherd Communities what it is today - one of the best long-term care organizations in the Northeast! On behalf of the entire Board, I want to say a sincere "Thank You" to Mike for his accomplishments at Good Shepherd over his many years here.

Jason Santiago was hired as COO a year ago with the intentional plan that he would be Mike's successor as President and CEO. Jason came to Good Shepherd Communities with an impressive background, and over the last year, Jason has successfully integrated himself into the organization. Jason will bring fresh perspectives and approaches as President and CEO, but Good Shepherd's commitment to quality care for our residents, and an engaging and rewarding work environment for employees will remain constant.

There are many headwinds facing the healthcare and long-term care industry. Throughout 2023, Good Shepherd Communities played a bigger role with legislators and government in trying to push for increases in Medicaid and other reimbursement rates. While successful in many ways, we must remain focused and involved in this as the cost of care continues to skyrocket.

As we look ahead, 2024 will be both exciting and challenging. Our resident occupancy levels continue to increase, which is a positive thing. This is due to the exceptional care our employees provide residents daily. Many changes are happening at Good Shepherd. Changes can be difficult and disruptive but are necessary for long-term growth and success. Through transition, we must stay grounded in what's most important – the Good Shepherd Communities Vision and Mission. This will help us remain positive through the minor inconveniences of construction and the different nuances of leadership change.

The Board remains appreciative of the hard work employees provide so that the long-term future of Good Shepherd Communities continues to be strong and positive. We look forward to a successful 2024 and beyond!



**Tim Hyle, Chair
Good Shepherd Communities
Board of Directors**

From the CEO

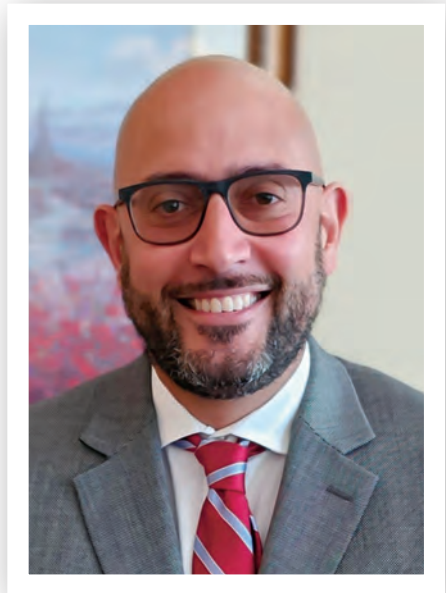
It's hard to believe that it has been approximately one year since I joined Good Shepherd Communities. I had heard many great things about the organization before joining the Good Shepherd family. One year later, I am able to see why. The residents and staff at Good Shepherd Communities have welcomed me and made me feel right at home. I made the right choice to join Good Shepherd Communities. I want to thank my predecessor, Mike Keenan, for his 22 years of service to Good Shepherd Communities. Without his vision and leadership, the Village at Endwell would not be possible.

I have been in leadership positions in the long-term care industry for almost 20 years. There has been much change over the years in how healthcare is delivered and managed, along with how seniors want to live and their expectations. Those changes will continue to come for the foreseeable future. I am excited about our \$15 million renovation project at Good Shepherd Village at Endwell. The renovation project will help Good Shepherd Village at Endwell remain a progressive continuing care retirement community for years to come for all the residents we serve. Over my career, especially the last couple of years of the COVID-19 pandemic, I've seen how we've needed to adapt, innovate, and pivot in this industry. This project is exciting because it allows us to advance into the future at The Village.

Transitions in leadership are always challenging. It can cause a sense of uneasiness for our residents, staff, and family members as well. Many questions are asked during times of transition in leadership. I have some thoughts on that. First and foremost is my commitment to continue the mission and vision of Good Shepherd Communities and my commitment to a high-quality place for our residents to live and our employees to work centered around a positive culture. A positive culture relies heavily on high employee involvement. I am committed to working with my leaders across the organization to improve employee engagement. Lastly, to continue the hard work and high level of involvement we started last fall on advocacy for senior services with State and Local Legislators on how we can better serve and care for our seniors. I will continue that work with my colleagues across New York State to improve how care and services are delivered to our residents, improve the reimbursement structure for our staff's hard work, and increase public awareness of the plights facing our industry.

There's much work ahead. I see a post-COVID view for Good Shepherd that focuses on operational stability, improved occupancy and census levels, and improved revenue opportunities within our current operations, all while staying focused on our people, staff, and residents. Without committed, compassionate people, it's difficult to steer the operations of what we do.

I look forward to working with the Board of Directors, the Good Shepherd Communities leadership team, and all the employees across Good Shepherd Communities to have much success in 2023 and beyond!



Jason Santiago
President/CEO

Boards of Directors



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Good Shepherd Communities & Subsidiaries Board of Directors

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Kathleen Bunnell, GSC Board Member

Timothy Hyle, GSC Chair

Jason Santiago, GSC President/CEO

Bob Keller, GSC Board Member

Joan Lacey, GSC Vice-Chair

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Mary Roney, GSC Board Member

Kyle Sevey, GSC Treasurer

Bridget Talbut, GSC Board Member

Eric Webster, GSC Secretary

GOOD SHEPHERD COMMUNITIES SENIOR MANAGEMENT STAFF:

Jason Santiago
President/CEO
Chase Memorial Nursing
Home Executive Director

Sam Arnold
Chief Financial Officer

Dave Fawns
VP – Human Resources

Jennifer Davidson
Good Shepherd Fairview
Home Executive Director

Mary Kay McKinney
Good Shepherd Village
Executive Director

Ryan LaClair
Good Shepherd Village
Healthcare Administrator



Good Shepherd Village at Endwell

It is hard to believe all that has transpired this past year at the Village! The most significant change is that Michael Keenan, President & CEO, and Patricia Mackey, Chief Operating Officer, retired. We appreciate the leadership and vision they brought to Good Shepherd Communities for the many years they served the residents, families, and staff. We will miss them and wish them all the best in the future.



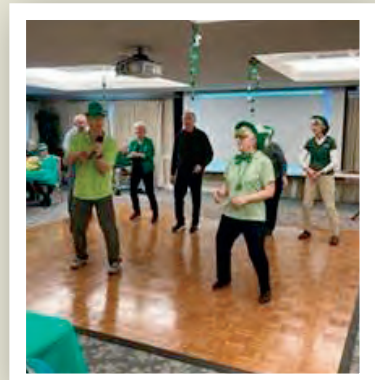
Mary Kay McKinney
Executive Director
Good Shepherd Village
at Endwell

A big focus at the Village is the \$15,000,000 renovation project that has begun. Much planning in 2022 enabled us to break ground this spring. With financing sponsored through the Broome County Local Development Corporation, Good Shepherd Village is adding and enhancing outdoor spaces, expanding the dining room and pub, increasing therapy space and services, enlarging the social hall to include a stage for residents and entertainers, and state-of-the-art technology. A new fitness center, aerobics room, and a renovated hair salon that will offer manicure and pedicure services. We are building a sunroom for our memory care residents and increasing the space of our outdoor memory care garden. Skilled Nursing will add a new therapy room with new equipment and a large deck for residents to enjoy the outside. A corporate office wing is added to allow more resident common areas. Another elevator will be installed that will be very convenient for residents to access the fitness center, pool, and therapy services. William H. Lane Construction, the general contractor, has done an outstanding job accommodating our residents throughout the construction process. We know the results will be well worth any inconvenience we are experiencing now. Residents are excited about all the plans and looking forward to all the new spaces and amenities.

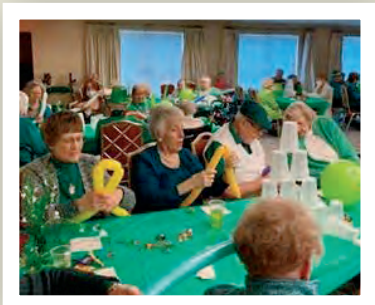
During the pandemic, we could not tour prospective residents, resulting in several vacancies in Independent Living. We are happy to report that we are full once again. We are grateful that COVID-19 protocols have been relaxed, but we remain diligent in protecting our residents by monitoring COVID-19 county and hospitalization rates. Residents have been enjoying social activities with relaxed restrictions for COVID-19. They especially enjoyed the St. Patrick's Day festivities and entertainment.

Life at Good Shepherd Village is Good!

**March 17th –
St. Patrick's Day Event**



Our favorite DJ, Johnny Only, Entertained the crowd with dancing, trivia and lively music.



Good Shepherd Fairview Home

As I write this report, I reflect on the last year and a half that I have been Executive Director at Good Shepherd Fairview Home. This has been a challenging time for me and everyone across health care and aging services as we work diligently to recover from the COVID-19 public health emergency. We continue to face many of the same operational challenges and are always looking for innovative ways to tackle these challenges while continuing to focus on growth: growth of our census and revenue, growth of our workforce, growth of relationships with our staff and our families, and growth with our community partners.

At the beginning of last year, Good Shepherd Fairview Home worked with the New York State Department of Health to have our Assisted Living Program (ALP), which is a part of our Adult Care Facility, placed in abeyance. I am happy to announce that through the hard work of many, we have successfully taken our program (ALP) out of abeyance and re-opened the unit in August. A special thank you to all the staff who worked together to make this possible!

In January, we re-applied for the Nurse Aide Training Program (NATP) and began offering CNA certification classes in March to grow our workforce. Year to date, we have had 15 candidates participate in the training program with a 93% completion rate. The NATP has been instrumental in reducing the number of CNA vacancies at GSFH. We are also partnering with the Broome-Tioga BOCES LPN program so that GSFH will be a clinical site for the LPN students beginning in the fall of 2023. We are excited to have LPN students return to Good Shepherd for clinical instruction and look forward to building on our partnership.

This year, we were able to continue to reduce the COVID-19 restrictions and no longer require COVID-19 testing before visiting the Nursing Home. Universal source control is no longer necessary; Good Shepherd does monitor the COVID-19 county rates and hospitalization rates and will implement preventative measures as appropriate. Infection prevention and control measures continue to be implemented as appropriate for COVID-19 outbreaks (1 or more positive cases of staff/residents.)

We have been able to resume safe large-group programming and have held some fabulous events this year. Our Auxiliary hosted their annual Main St. in May event. We celebrated National Nursing Home Week, Nurses Week, and CNA Week. Our Dining Services Department created the Good Shepherd Café Summer Travels Passport, and staff have enjoyed cuisines worldwide. It has been delicious and energizing; thank you to the Dining Services staff who made this possible!

Workforce challenges continue in 2023 and will continue beyond 2023. We have made some progress in this area by focusing on recruitment, retention, and employee engagement. We have seen some stabilization, but it will require ongoing efforts to keep our workforce energized and engaged. We continue to work collaboratively within our organization to review employee policies and revise as needed, schedule events that engage staff, and show appreciation to our team.

As the last quarter of 2023 approaches, I reflect on the goals we have met and the goals we will continue to work diligently towards to close out 2023. We have made some progress towards recovery but will need to continue to stay focused and collaborate within our organization to meet our goals.



Jennifer Davidson
Executive Director
Good Shepherd
Fairview Home



Congratulations to our June CNA Training Class Graduates: Triston, Carlise, Shenaya, Olivia, David, and Arielle! We are proud of your hard work and are excited to see you excel in your new career!



Good Shepherd Fairview Home served lunch and dinner to their staff in celebration of Nursing Home Week



Celebrating Nursing Home Week - Day 2: 80's punk rock. Our staff rocked out!!!!

Chase Memorial Nursing Home

Chase Memorial Nursing Home has continued to rise to the challenges facing nursing homes in 2022. COVID-19 has continued to linger and impact our operations. However, in 2022, we started to see COVID-19 slow down a bit in how it impacted residents. Unfortunately, it appears for the foreseeable future that COVID-19 isn't going away. I would like to thank the entire staff at Chase Memorial Nursing Home for stepping up to care for our residents during the COVID-19 pandemic. We couldn't have done it without the commitment of all of our staff, residents, and our families. Thank you for your patience as we strive to keep our residents safe.



Chase Memorial Nursing Home

I am very pleased to announce that Chase Memorial Nursing Home has been awarded an \$8 million grant from the State of New York. This grant award is part of the New York State Health Care Transformation Grant Program. The grant was submitted to help support the funding of building a new nursing home for Chase. These are exciting times for Chase Memorial residents, staff, and our community of New Berlin. Our staff do an amazing job already caring for residents. A new facility will allow us to build a nursing home that will give it a more home-like feel while helping improve how we give care to our residents.

Next steps will be to interview architects that we feel will help design a nursing home that will meet the needs of our residents and feel of our community. In addition, we will be doing a market study of the primary service area of Chase Memorial Nursing Home. The reason being is we want to look at building a health care facility that will fit the needs of Chase residents for decades to come. It will take some time to get those results back. However, we estimate that we are looking at late 2026 as completion target for this project.

Healthcare and how it will be delivered is changing. It will continue to change for years to come. Workforce continues to be a primary challenge at Chase Memorial. We know that we have to work with our community partners to help create pipelines so Chase can attract people to care for our residents. Our senior management team is committed to addressing and working through our challenges in healthcare so that Chase Memorial Nursing Home continues to be a nursing home of choice in our communities surrounding New Berlin, NY.



We're excited to announce that Paige, an employee at Chase Memorial, went through the LPN Program at the DCMO Boces in Norwich, NY and completed the class successfully.

Tammie Boerner, Foundation Development Associate for the Good Shepherd Foundation, awarded Paige with a check to reimburse her the cost of the LPN class.

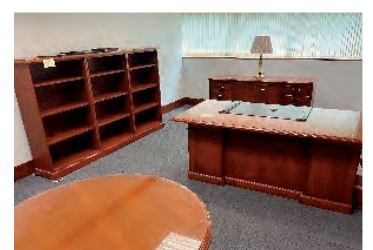
Employees, residents and the Good Shepherd Foundation would like to congratulate Paige on this accomplishment. We are so proud to have Paige at Chase!



Chase Memorial Nursing Home would like to thank Preferred Mutual Insurance Company for donating three sets of beautiful office furniture!

We appreciate the partnership we have with Preferred and that they thought of us when renovating their offices.

Thank you so much!



Human Resources

In 2022-2023, the Human Resources team continued to focus on a number of initiatives supporting Good Shepherd Communities effort to recruit and retain the best talent available. Recruitment and retention continue to be our number one focus.

We continually evaluate our recruitment process, onboarding, orientation, training opportunities, and workplace culture. The Human Resources Team, in partnership with Senior Leadership and leaders across the organization, is focused on further cultivating a culture of trust, respect, and appreciation.

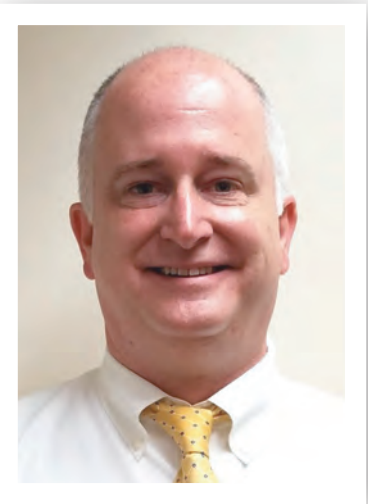
In November 2022, we hired our first Director of Clinical Education and Staff Development. This position provides support to all Good Shepherd entities. The role helps ensure that our new and existing clinical staff have the skills, knowledge, and resources needed to provide the best care possible to the residents.

In February 2023, we held our first in-house Certified Nursing Assistant (CNA) training class at the Fairview Home after a multi-year hiatus. The CNA training program is a five (5) week program that prepares students to become eligible to sit for the New York State Nurse Aide Certificate exam. The classes are held at Good Shepherd Fairview Home. We can graduate over 50 students per year.

Additional initiatives, activities, and events that occurred include;

- *Good Shepherd Communities celebrated Skilled Nursing Week May 14 - 19, 2023. Activities included a catered meal, an employee gift, employee activities, and recognition of years of service to Good Shepherd, including two employees awarded 35 years of service awards.*
- *Leadership Education on Recruitment and Retention. This is a six (6) part training series, June – December 2023. Topics include recruitment, interviewing, onboarding orientation, and retention strategies, which include employee engagement, career advancement, pulse checks, stay interviews, celebrating successes, and showing appreciation.*
- *New time clocks are installed at each Good Shepherd facility. The new time clocks are easier to use and maintain and provide new features for employees to monitor and manage their time and work schedules.*
- *Starting in October 2022, eligible employees across all Good Shepherd locations participated in the New York State (NYS) Healthcare Worker Bonus program. Through the first 3 of 5 vesting periods, NYS provided over \$520,000 to Good Shepherd, which in turn was distributed as bonuses to eligible employees. The NYS Healthcare Worker Bonus program aims to recruit, reward, and retain employees.*
- *On-the-Spot awards: This program allows supervisors at all Good Shepherd facilities to provide immediate and visible recognition of employee contributions through public recognition and a gift card.*

Human Resources will continue to focus on Recruitment and Retention for the remainder of 2023 and well into 2024. As we prepare for 2024, we are already looking at opportunities to implement a more robust employee performance review process and additional educational and training opportunities for all staff at all organizational levels.



**David Fawns,
Vice President
Human Resources**

Good Shepherd Communities Foundation

Thank you, everyone, for the warm welcome into my new position as Development Associate for the Foundation.

For those of you who may not be familiar with the history of the Good Shepherd Communities Foundation, I have learned some fascinating history that I would like to share with you.

The Foundation was formed in 1986. It is governed by a Board of Directors who manage, invest, and distribute funds for senior services and projects at our Endwell, Binghamton, and New Berlin campuses. The Foundation has supported our residents, staff, and community through the Living Care Fund, Employee Recognition Fund, and the Shepherd's Mission Fund.

Historically, the Foundation has helped fund some significant projects: The Foundation assisted Good Shepherd Fairview Home with renovations in 1992-1993 with a renovation and expansion project to add 14 additional nursing facility beds to the East Wing, dental suite, and rehab room. In 2008, the Foundation provided \$3.5 million to help fund the development and construction of Good Shepherd Village at Endwell. In addition, the Foundation funds many resident grants, employee tuition assistance programs, and staff recognition events.



Tammie Boerner



Good Shepherd Communities Foundation has a rich history of community, resident, and staff donations that make efforts like this possible. A letter sent in recently from an annual donor referenced the excellent care her mother had received at Good Shepherd Fairview Home before she passed 23 years ago. Another resident at the Village regularly donates to honor the excellent care provided by staff. The Foundation recently received a \$5,000 donation from Preferred Mutual Insurance Company in New Berlin. The annual Foundation Fall Golf Classic is an event that is growing every year and has been enjoyed by all for the past 15 years. This year's golf tournament was held

on September 7, 2023. Many residents, organizations and community members are members of the Shepherd's Club, for those that have donated over \$25,000.

Large and small efforts make a difference, and we continually look for ways to give back to the community. I want to express my personal thank you to each family member, employee, Board member, resident, and business that has provided support to the Foundation. All donations have a ripple effect and are genuinely appreciated!

Good Shepherd Communities Foundation 2022 Donors

DONOR – \$5,000- \$24,999

Sodexo Quality of Life
Services
The Gaffney Foundation
Wager, Don & Elsie

DONOR – \$2,000-\$4,999

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Petrulis, Carol C.
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2022 MEMORIAL GIFTS

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Good Shepherd Fairview
Home Auxiliary
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Francis Gilroy
The Gaffney Foundation

Belle Hayward Davis

Paul H. Grier

Beverly Costello

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Home Auxiliary

Beverly Merrill

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Good Shepherd Fairview
Home Auxiliary

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Thomas E. Adams

Marion Schweiger

Arlene Osber

Phyllis Rutherford

Linda Merrill Suntup

Raymond Freedman

Virginia Freedman

Sister Maureen Rainone

James T. Kelly

Toyoko "Judy" Webster

Eric W. Webster

Carol Peck

Barbara A. Hickling

Paul Benz

Barbara A. Hickling
John Durfee

William Dunn

Barbara A. Hickling

2022 HONOR GIFTS

Pat Mackey

Don & Elsie Wager

Joan Payne

Eric W. Webster

Livingston Ferrand

Sarah T. Ferrand

Mary Benz

John Durfee



Good Shepherd Communities Foundation is pleased to honor all our donors of the Shepherd's Club

The Shepherd's Club is for those individuals, businesses, and foundations that have contributed \$25,000 or more over their lifetime.

Over the years, the Shepherd's Club has raised over \$7 million to support the mission of the Good Shepherd Communities Foundation. We are truly grateful for the support of the Shepherd's Club members and all of our donors to the Foundation.

*A. Lindsay & Olive B. O'Connor
Foundation, Inc.*

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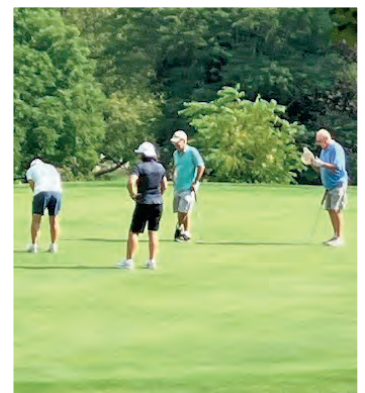
Estate of Dorothy T. Wiltsie

15TH ANNUAL FOUNDATION FALL GOLF CLASSIC

This year's event was bigger and better than ever before! Thank you to the 24 teams that participated.

We sincerely appreciate the support of Sodexo Quality of Life Services who has been the tournament sponsor for 11 years, along with all of the other sponsors and individuals who contributed to our success. We couldn't do it without you.

The event raised over \$50,000, and next year's event is planned for September 5, 2024.



Good Shepherd Communities Financial Report

The books closed on another year at Good Shepherd Communities. With the pandemic appearing to be much less aggressive, 2022 continued to be a year of slow financial progress for our organization and the elder care industry in general. Resident-related income increased, and COVID-19 relief funds continued; however, wage pressures and significant price inflation across almost all cost centers eroded revenue increases and support funding.

While the outlook for elder care may be uncertain, Good Shepherd Communities remains committed to its mission, its residents, and the organization's financial well-being. We look forward to meeting our challenges with optimism and eventual success!



Sam Arnold, CFO

2022 Consolidated Financial Statements as of December 31, 2022 and 2021 Balance Sheet

Two items of note stand out on the balance sheet. Cash decreased by \$3.6 million, and Accounts Receivable increased by \$441 thousand. Overall assets decreased from \$90.2 million to \$87.6 million, a decrease of \$2.6 million completely attributable to the reduction in cash on hand. The organization's overall financial position is strong, but these are areas that management will monitor and seek to improve.

On the liabilities and net assets side of the balance sheet, debt decreased from \$55.7 million to \$53.7 million, a decrease of \$2 million. Accounts Payable increased from \$2.7 million to \$3.8 million, an increase of \$1.1 million. Net assets decreased from \$28.3 million to \$26.9 million, or \$1.4 million.

Income Statement

Revenue increased year over year by \$2.8 million, primarily attributable to two factors. Census improvements raised an additional \$1.2 million in resident-related revenue, and an additional \$2.0 million in COVID support funds were realized. Investment revenue decreased by \$573 thousand from 2021 to 2022. These factors combined account for the year-to-year change in revenues.

Expenses increased by approximately \$1.6 million, of which 82% of the increase was attributable to a \$1.3 million increase in the Salaries and Benefits expense category. Supplies and other expenses increased \$585 thousand due to significant inflationary pressures throughout 2022.

Depreciation and Interest expense increased by \$648 thousand, with interest expense at Good Shepherd Village at Endwell rising by \$627 thousand due to increased debt. The labor market pressures and inflation are expected to continue into 2023 and possibly 2024. As of the date of this report, inflationary pressures have started to flatten in 2023, while the labor market remains highly competitive.

Good Shepherd Communities administration remains highly committed to proactively managing the organization's finances for the future and care of our residents. Initiatives to increase revenue and decrease expenses will be ongoing, as will ways to enhance our resident's living experience while meeting the organization's financial goals.

Key Financial Indicators (consolidated)

Operating Margin	-4.89%
Operating Ratio	104.9%
Debt Service Coverage Ratio	1.40

**Good Shepherd Communities and Subsidiaries
Consolidated Balance Sheets as of December 31, 2022 and 2021**

ASSETS	2022	2021
Cash & Cash Equivalents	\$9,194,815	\$12,749,592
Accounts Receivable, Net	2,089,441	1,648,558
Investments & Assets Limited to Use	27,312,713	26,900,083
Intangible Assets	1,828,011	1,857,663
Other Assets	3,342,769	1,562,716
Property & Equipment, Net	43,839,597	45,570,520
Total	\$87,607,346	\$90,289,132
LIABILITIES & NET ASSETS	2022	2021
Debt	\$53,687,055	\$55,682,335
Accounts Payable	3,776,584	2,664,357
Other Liabilities	461,462	565,296
Deferred Revenue/Deposits on Unoccupied Units	2,775,229	3,062,314
Net Assets/Resident Fees	26,907,016	28,314,830
Total	\$87,607,346	\$90,289,132

**Good Shepherd Communities and Subsidiaries
Consolidated Income Statement for the
years ended December 31, 2022 and 2021**

REVENUES	2022	2021
Residents	\$30,409,713	\$29,218,933
COVID-19 Revenue	2,711,280	681,452
Other Operating	1,231,984	1,060,428
Investments/Contributions	182,658	755,726
Total	\$34,535,635	\$31,716,539
EXPENSES	2022	2021
Salaries & Benefits	\$21,277,636	\$19,938,547
Professional Fees & Contract Nursing	397,597	435,009
NYS Cash Receipts Assessment Program	840,676	722,210
Supplies & Other	8,834,540	8,249,377
Depreciation/Interest Expense	4,408,491	3,759,738
Loss on Debt Refinancing	—	1,313,064
Other	464,399	181,282
Total	\$36,223,339	\$34,599,227
Change in Net Assets	(\$1,687,704)	(\$2,882,688)

FREE SPEAKERS' BUREAU

Good Shepherd Communities is the area's premier resource for up-to-date information regarding issues in senior healthcare and wellness. Speakers are offered to not-for-profit organizations free of charge and are available to speak on a number of issues including:

- Senior living options & costs
- Falls & fall prevention
- Therapeutic recreation & ways to keep the elderly active
- Senior safety awareness
- Medicare insurance & skilled nursing facilities
- What to look for when selecting a senior care facility
- Elder abuse and how to recognize it
- HIPAA and patient rights
- Advanced care directives & living wills
- Pharmaceutical concerns for seniors
- LSVT BIG – Therapy specific to Parkinson's Disease
- Navigating Medicare Advantage Plans



Organizational memberships and affiliations include:

- *Leading Age (formerly American Association of Homes and Services for the Aging)*
- *Leading Age New York (formerly New York Association of Homes and Services for the Aging)*
- *Broome Talent Task Force Committee*
- *Broome County Council of Churches Lives of Commitment Signature Committee*
- *Presbyterian Association of Homes & Services for the Aging*
- *Quality First*



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www.goodshepherdcommunities.org



www.gsffhome.com



www.gsvillage.com



www.gscfoundation.com



www.chasenursinghome.com

“Good Shepherd Communities does not discriminate on the basis of sex, age, race, religious creed, marital status, national origin, ancestry, citizenship, liability for service in the armed forces of the United States or disability.”

