

2019

# Annual Report Breaking the *mold*

Our mission: Transforming the experience of aging by creating opportunities for healthy, spiritual and purposeful living for our residents, children, staff, and the greater community.

[www.BayviewSeattle.org](http://www.BayviewSeattle.org)



**BAYVIEW**  
A POINT OF VIEW



NANCY WEINBECK

Chief Executive Officer

*When I first wrote this letter for our 2019 Annual Report, news was breaking of the first COVID-19 case to hit the United States, just north of us in Snohomish County. From that case, to the tragedies that hit nursing homes in Washington and across the country, to the global pandemic, times have changed in unprecedented ways. Bayview's response to the COVID-19 crisis will undoubtedly be the focus of the 2020 Annual Report. However, this report and this letter speaks to 2019. With hindsight, we can see that the changes we implemented as we were breaking the mold in 2019 prepared us for the global crisis that was to unfold in 2020. Here is the letter for our 2019 Annual Report, as originally written:*

## Message from the CEO

2019 was a year of breaking the mold, starting with leadership changes. I was humbled by the Board's decision to be hired as Mary Cordts' successor as CEO and remain grateful to the legacy she left behind. Through the hard work of Mary and the Board of Trustees, Bayview underwent a massive construction project that repositioned Bayview as a competitive force in senior living.

2019 was not an easy year. Over two years of construction wore on our community, but we slowly reached a new normal as we neared completion of the bulk of the project. We also faced operational challenges in Health Services, which bore a heavy financial cost. We needed to break the mold.

Joel Smith, our new Health Services Administrator was brought on board to raise the quality and performance of Health Services across the organization, along with Janice Pate, our new Director of Nursing Services. Marty Bradbury, our new Facilities Director was hired to rebuild the team and better serve our residents post-construction. Heather Smith, the new Director of Resident Services, was hired to bring a new level of programming and support to our residents. Nahleen Salvador, our new Director of Wellness, was promoted to innovate our Fitness program. Jill Chang returned to Bayview to bring our communications and marketing to a higher level of excellence.

2019 also broke the mold in our resident population, with our average resident age significantly younger than we have seen in a long time. Our new residents as well as our 100+ amazing residents that already live at Bayview continue to break the mold on a daily basis, as you can glean from our Resident Council Chair's letter: breaking world records, brewing beer, making wine, racing self-made boats in the milk carton derby, making films, and so much more.

With a great leadership team in place, engaged staff committed to our residents, and residents who transform and inspire all of us each and every day, we are well positioned for a strong and healthy future. Moving from 2019 to 2020, we see resident referrals climbing, staff referrals and retention up, and occupancy rising across the continuum. As we march forward to our 60th anniversary on April 15, 2021, we already know we will be stronger than ever. Breaking the mold. Transforming lives. That's our mission. See you next year.

Sincerely,

Nancy Weinbeck



## Message from the Board of Trustees Chair

2019, what a year! As Board Chair, I do not know that I could have been part of a crazier year with the completion of two plus years of construction, hiring a new CEO and adding key new management leadership in multiple departments.

While a struggle, it finally felt at the end of 2019 that Bayview was getting back to normal which for the Board and me means happy engaged residents and staff, high occupancy and interacting with the greater Queen Anne Community on multiple fronts. And then as I write this, we are two months into one of the worst public health crisis in our history.

How we dealt with Covid-19 is a story for next year but I can't leave you without saying how grateful the Board is for the leadership of Nancy Weinbeck and the entire management team and the understanding and cooperation from our residents as we all worked together to keep Bayview healthy. We will come out of the pandemic ready to move forward with our mission of serving our residents and the community.

Sincerely,

A handwritten signature in cursive script, appearing to read "Al Levine".

Al Levine



## Message from the Residents' Council President

The goal of this organization is to serve as a liaison between the residents and the administration of Bayview as well as to promote our welfare and happiness.

To that end we endeavor to increase the participation, communication and interest of residents by introducing and promoting meaningful content during the Residents' Council meetings.

This past year the residents have been involved in a variety of activities, some relatively sedate and others wild and crazy (to quote Steve Martin from Saturday Night Live). We play bridge and Scrabble. We enjoy wine socials on Friday afternoons. We celebrate our birthdays and participate in several theme parties and events throughout the year – the Savoy and the Holiday Bazaar to name two. Some of us have been a bit more adventurous, attempting, and succeeding, to make our own beer and wine. These were fun events, which provided a great deal of camaraderie and

sense of community. We plan to make them annual events. A few of our friends leapt out of an airplane and landed safely. One just happened to be 103 years of age and not only landed on the ground, but in the Guinness Book of Records for being the oldest assisted skydiver. Closer to the ground, others built and rowed their milk carton boats to the finish on Green Lake as part of the Milk Carton Boat Derby event during Seafair.

These are but highlights of living here at Bayview. We take our aging seriously and demonstrate our dedication to fighting the negativity of ageism through our active and interesting lives. We celebrate our diversity and support each other in our endeavors and ideas. We live well here at Bayview.

Sincerely,

A handwritten signature in cursive script, appearing to read "Page Baldwin".

Page Baldwin



JENS BAKKE

Bayview Manor Foundation [President](#)

---

## Message from Bayview Manor Foundation President

---

Bayview Manor Foundation is proud to support Bayview residents in multiple ways:

- First and foremost, helping those residents of Bayview who, through no fault of their own, are without sufficient financial resources to continue to live with their friends and neighbors at Bayview;
- Enriching the retirement years of Bayview residents; and
- Funding other programs and services furthering Bayview's mission.

In 2019, the thirteen resident and non-resident volunteers on the Foundation's Board of Directors donated their time, experience and energy to providing the support described above. They oversee management of investments to strengthen the safety net so many have relied on, work to increase that investment pool by generating donations of varying types and provide financial educational sessions for residents.

To accomplish this, we lead two major fundraising efforts each year: an Annual Appeal in May and the Savoy gala in September. These efforts provide immediate and annual support of the Foundation's work. In addition, the Board has focused this past year on increasing awareness of the many ways to provide future donation such as through bequests, IRA distributions, and charitable gift annuities.

In 2019 Bayview Manor Foundation provided a total of \$491,524 in support to Bayview and Bayview residents. Your contributions were critical to that effort. We thank you and we hope you'll continue to generously support family, friends and neighbors this year and into the future.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jens Bakke". The signature is fluid and cursive.

Jens Bakke



# Marion Watanabe

Gives time · talent · treasure

Marion Watanabe uniquely embraces multiple roles here at Bayview not only as a resident but also a volunteer, board member, and donor. She graciously sat for an interview so we could find out more about her.

Marion joined the Bayview community in 2001. This followed her career as a licensed dietician and food service administrator at Virginia Mason Hospital (she continued to volunteer in the hospital gift shop for a dozen years following her retirement). Marion has continued her penchant for volunteer service at Bayview. She used her dietary expertise at Bayview by serving as Food Committee Chair for years, and currently is filling in as acting chair. She has worked as a resident liaison with the Manners at the Manor program, pairing up Coe Elementary students with residents for a hosted lunch program for ten years.

While serving as Residents' Council President in 2007, she was appointed as an ex-officio member of the Board of Trustees. When that term ended, she was asked to remain on the Board as a full director and was elected for three terms. Upon completing her final term in 2019, Marion was appointed an emeritus member so the Board could continue to avail itself of her wisdom and insight.

Marion initially became aware of Bayview Manor Foundation because her sister Kathy (who passed seven years ago) was an ardent supporter of the primary mission of the Foundation: to provide a safety net for Bayview residents who, through no fault of their own, run out of money before they run out of life. The Foundation exists to enable residents to remain in their home among friends at Bayview.

Beyond being a source of security for residents in need, Bayview Manor Foundation has also made a concerted effort to offer residents education on financial management, fraud prevention, estate planning and charitable giving. Marion feels that the options for achieving this are not well understood and applauds Foundation board member and resident Nancy Jones' efforts to explain these options to residents. Meanwhile, Marion contributes to the Foundation and encourages other members of the Bayview family to also provide whatever level of support they can.





# Legacy Donors

Bayview Manor Foundation's ability to provide support to Bayview residents benefits greatly from Planned Gifts. Planned Giving is a method that enables philanthropic-minded individuals to make larger gifts than they could make from their income. Some planned gifts provide a life-long income to the donor. Others use estate and tax planning techniques to provide for charity and other heirs in ways that maximize the gift and/or minimize its impact on the donor's estate. Planned gifts may include bequests, life insurance, retirement accounts, charitable gift annuities and more. All gifts - from modest to large - help Bayview Manor Foundation ensure peace of mind for residents in need.

## 2010-2019

Vera Cornall  
June David  
Jo Ferguson ♦  
Nancy Jones ♦  
Chandler Jones  
Alma McKnight  
Jay & Naomi Miller  
Alma L. Nelson  
Anne Norris  
Florence Pung  
Robert & Alice Weld

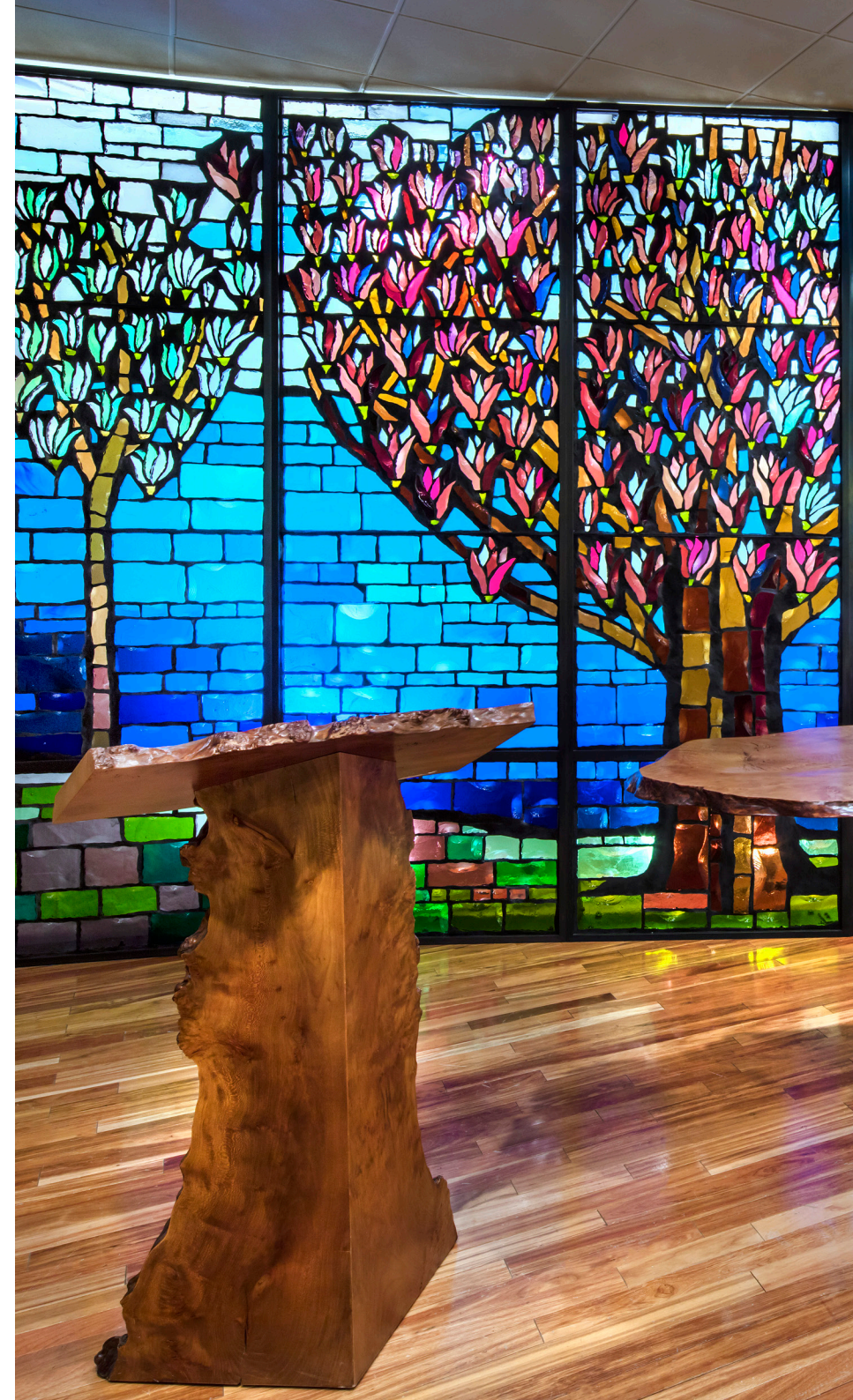
♦ *Future Planned Gift*

## 2000-2009

Helen Blackman  
Sylvia Cowe  
Clayton Danner  
Alice Dodds  
Verla M. Eastly  
Elizabeth Eddy  
Agnes Frevel  
Ina Haun  
Dorothy Holmquist  
Florence James  
Clare K. Klein  
Frances Lindquist  
Ben Morgan  
Kenneth Gordon Myers  
Dorothy Oliphant  
Anna Palsson  
Doug & Hazel Richards  
D. Elaine Snodgrass  
Justine Startup  
Walter Truit  
Elizabeth "Betty" Waldhaus

## 1959-1999

Helen DeGroat Bader  
LaVeron Brooks  
Marion Fish Cox  
Virginia H. Dings  
Sylvia Wolff Epstein  
Constance Frank  
Marion Freitag  
Dorothy Guy  
Elizabeth Hately  
Charles A. Kinnear  
Bill and Peggy Lanely  
Josephine McClaskey







# Our Generous Donors

## For the year 2019

### \$100,000

Anonymous<sup>°</sup>

### \$10,000

Anonymous  
Jens & Marion Bakke

### \$5,000-9,999

Foss Family Foundation

### \$1,000-4,999

Mary Body & Al Raymond  
Daren Bell  
Chuck & Marilyn Blankenship  
Bill & Janet Bush  
Wilbur Choy & Nancy Adachi-Osawa  
Mary Cordts Crader  
Al & Joan Daszkiewicz  
Lee Edlefsen & Sue Ranney  
Jo Ferguson  
Jennifer & Dan Flick  
Jan & Chuck Gould  
Bea Granen  
Marjorie Guy  
Ed & Molly Henderson  
Peter & Maxine Henning  
Rick Hooper & Nancy Silberg  
Steven Jager

Anonymous  
Barbara Laski  
Al Levine & Darcy Wildermuth  
Kim Miller  
John Miller & Laura McPherson  
Anonymous  
Ellen Porter  
Ted & Barbara Rodgers  
Eugenia Smith  
Edward & Margaret Starbird  
Carol Sutton  
Jack & Fritzie Trowbridge  
Carolyn Urban  
Bruce & Janet Winchell  
Nancy Weinbeck & Matt Woods  
Frank & Nelda Zaballos

### \$500-999

Rev. Jan Anderson  
Andrea Bakke & David McClellan  
Wayne & Betty Bruning  
Quinn & Debi Ferguson  
Sarkis Garabedian  
Susan Hautala & Mark Malamud  
Norman Hodges  
Joan Johnson  
William H. Jordan  
Ron & Mavis Kreizenbeck  
Jay & Kay Marsh

Helen Marshall  
Bob & Jo Mitchell  
Stanford Prince \*  
Rick & Barbara Ranta  
Tim Rich & Kris Cramer-Rich  
Fred Richard  
David & Maggie Rimmer  
Michael & Terri Sato  
Ina Spady  
Walter & Nan Spady  
Virginia Stave  
Wes & Carolyn Uhlman  
Nancy & Martin Waiss  
Marion Watanabe  
Douglas & Elaine Weisfield  
David Wesley

### Up to \$499

Anonymous  
Anonymous  
Anonymous  
Anonymous  
Anonymous  
Linda & Ken Adkins  
Jeanne Anderson  
Page Baldwin  
Richard & Judy Barry

*\*In Loving Memory*

*°Gifted to Bayview Manor Homes  
for Operational Support*

*Although every effort has been made to ensure the accuracy of this listing, we apologize for any errors. Please report omissions or corrections to 206.301.4410.*



### Up to \$499 Continued

Suzanne Barsness  
Milton & Elaine Becker  
Kathleen & Neil Bogue  
Carolyn Bradley  
Hugh Brannon  
Rose-Marie Brown \*  
John & Chris Cady  
Donna Carlson  
Linda Cassee  
Jill Chang  
Louisa Congdon  
Madeline Conom  
Rosemary Daszkiewicz & Guy Thomas  
Roy & Amy Delay  
Joyce & Randy Doucet  
Jan P. Eisenman  
Ann Erickson  
Ann Fagan  
David & DeAnn Finkel  
Janis Fowler  
Kristina Gonzalez  
David Grilley  
Sonja Hampton  
Norma Jean Hanson  
Doug Hart & Carole Powell  
Helen Harvey  
Audrey Hautala  
Kevin & Nadine Hayes  
Carol Hershman

Marcelle Hickman  
Roy Hughes  
Carol Johnson  
Fred & Marian Karpoff  
Koichi & Fukoko Kobayashi  
Richard & Ruth Kyle  
Mary Lou LaPierre  
Martha Lee  
Flo Lentz  
William Lober & Christie Rodgers  
MaryLee Mahar  
John & Nancy Marshall  
Audrey Albertson McKnight  
David & Judy McNeal  
Betty McWilliams  
Lea & Kim Miller  
Dan & Lynne Miller  
Doris Moehring  
Tom & Joyce Morgan  
Ann Morgan  
Rev. Kathryn Morse  
Keith Moulton & Margie Mayhall  
Dottie Neufeld  
Joan O'Neill  
Gail Petteruti  
Pam Piering & Don Hopps  
Kevin & Suzanne Quigley  
Jackie Rafferty  
Gary Richard

Sharon Rodgers & Duncan Munro  
Nahleen Salvador  
Marianne Sao & John Maletta  
Jan Schafer  
Nicole Schafer  
Jackie Schooley  
Marianne Scurlock  
Ianne Smyer  
Tom & Jenny Springer  
Diane Ste. Marie  
Robert & Peggy Stevens  
Marilyn Stevens  
James & Rosa Lea Taylor  
Susan Towle  
Dana Twight  
Debbie Uhler  
Greg Wallace & Craig Sheppard  
Esther Warkov  
Jennifer Weber  
Joan Weber & Hazel Curtiss  
Jo Winfield

*\*In Loving Memory*

*Although every effort has been made to ensure the accuracy of this listing, we apologize for any errors. Please report omissions or corrections to 206.301.4410.*



# Savoy 2019

## Masquerade

Though attendees hid behind masks in keeping with the masquerade theme, it's no mystery as to why **Savoy 2019 was the most successful yet, with \$50,000 raised by Bayview Manor Foundation!** This far exceeded the fundraising goal of \$39,000 - the average cost in 2018 of one year of financial support to a Bayview resident.

The secret to Savoy's success? Sponsors. Fourteen fabulous sponsors underwrote the cost of the evening's food and entertainment for guests.

**Presenting Sponsor:** Auburn Mechanical

**Promoting Sponsors:** Anonymous Bayview Resident, BNY Mellon Wealth Management, Caffe Appassionato, Fedelta Home Care, Infinity Rehab, Ken Graff, Realtor, Medline Foundation, Mercury Pharmacy Services, Ziegler Investment Banking.

**Friend Sponsors:** Moves Made Simple, RiceFergusMiller Architecture, US Foods.

**Residents.** Bayview residents are famous for getting involved but this year they blew the top off with their fantastic support! Approximately two dozen volunteers did everything from donating and designing decorations and centerpieces, to inflating balloons, registering guests and providing auction support. Their hard work and energy made a huge difference!

**Donors.** Guests reserved their attendance through donations ranging from \$25 to \$2,000! Many who couldn't attend also sent in donations. A new twist to the night this year was a small but exciting live auction that included a "raise the paddle" portion; 192 spirited guests raised well over half the event's proceeds just during the auction! Bayview Manor Foundation, a 501 (c)(3) organization, thanks everyone for their generous support of their mission.







# Reaching out to the Greater Community Doubling our Impact!

Bayview's social accountability program engages residents and staff, encouraging them to reach out to make a positive impact on the community at large. **In 2019, \$1,182,585 (nearly double 2018's impact!) - in cash, subsidies, in-kind donations, and volunteer and staff hours - supported five major areas of focus: Charitable Care, Seniors and the Arts/Intergenerational Programs, Leadership Development, Supporting Successful Aging, and Being a Good Neighbor.**

Bayview residents supported Medic One Foundation with \$3,800 in proceeds from the annual Holiday Bazaar and purchased materials and assembled Welcome Kits for World Relief's refugee program in addition to providing grants, sponsorships and in-kind donations to local organizations. They knit hundreds of items and made toys for babies and children in need. And, for over three decades they've mentored students from Coe Elementary through the lunch and conversation "Manners at the Manor" program.

Bayview welcomed local nursing and nursing assistant students, providing space to learn as well as clinical experience. Internships in Dietary and Activities departments provided learning opportunities and mentorship for students interested in serving seniors. Bayview staff, as always, lends tremendous support to ensure the success of everyone's efforts in giving back to the community.

Bayview Manor Foundation subsidized housing and support for 6 independent and assisted living residents whose funds were depleted and partnered with Bayview to fund uncompensated care for residents in Skilled Nursing & Rehab. Bayview assisted additional residents through its moderate-income program.



# 6th Annual Holiday Bazaar

## Giving Back: The Heart of Bayview

Bazaar Chair Betty Blakney and a multitude of resident volunteers organized the resident-driven event, choosing **Medic One Foundation** to be the beneficiary of funds raised. ALL of Bayview joined in the spirit! **\$3,800** was raised for Medic One Foundation. This generous gift helped train 13 new Medic One paramedics who will serve communities throughout the Puget Sound region.

---





# Residents Breaking the Mold



(Image left) Here at Bayview, **Kathryn "Kitty" Hodges** is well known for her lively sense of humor. But she is also daring. One feat that has brought her to fame: skydiving. On Thursday, August 15, 2019 at Skydive Snohomish, 103-year old Kitty broke the Guinness World Record for the oldest person to tandem skydive. Some would consider this a defining moment of one's life. However, for Kitty, fulfilling this skydiving dream comes after a series of defining moments of life experiences and hard work. Kitty also inspired a few other residents to skydive! (Image right) **Called the Bayview daredevils**, Residents Jo (*in loving memory*), Dottie, and Eugenia courageously overcame their fears with a tandem skydive. We're grateful for our residents who continue to inspire us each and every day.





(Image top left and clockwise) **Winemaking:** Not only do residents brew their own beer but they make wine that pleases the taste buds! **Rain-gutter Regatta:** Bayview residents raced their aluminum-can boats down water-filled gutters during the second annual Rain-gutter Regatta. **Bayview boxing:** It's never too late to learn something new! John Marshall is teaching Elaine Becker different punching techniques. John volunteers his time assisting with boxing exercises and classes. **AgeUp podcasts:** The AgeUp taskforce has produced 5 podcast episodes on shifting the mindset of aging through research, innovation, and education. AgeUp, a Bayview fueled campaign, seeks to create a world where age is valued and balanced equally with intergenerational contributions. **Seafair Festival's 47th annual Milk Carton Derby:** This exciting event drew more than 60 entrants of all ages. Our boat paddlers Ted Rodgers, John Marshall, and Tom Lemly displayed calm determination and resolve from start to finish! The spirit of Bayview was inspiring to all.



# Statement of Financial Position

## Bayview Obligated Group\*

ASSETS	2019	2018
Current Assets	\$6,056,461	\$6,987,114
Limited Use funds for Construction	\$4,247	\$3,244,499
Limited Use funds for Debt Service	\$3,200,591	\$3,208,293
Investments	\$15,207,833	\$13,412,242
Plant and Equipment	\$55,185,628	\$55,129,833
Land	\$12,698,979	\$12,698,979
<b>Total Assets</b>	<b>\$92,353,739</b>	<b>\$94,680,959</b>

LIABILITIES & NET ASSETS	2019	2018
Current liabilities	\$4,810,871	\$3,505,003
Long term liabilities	\$70,709,477	\$71,327,532
Total net assets	\$16,833,391	\$19,848,424
<b>Total liabilities and net assets</b>	<b>\$92,353,739</b>	<b>\$94,680,959</b>

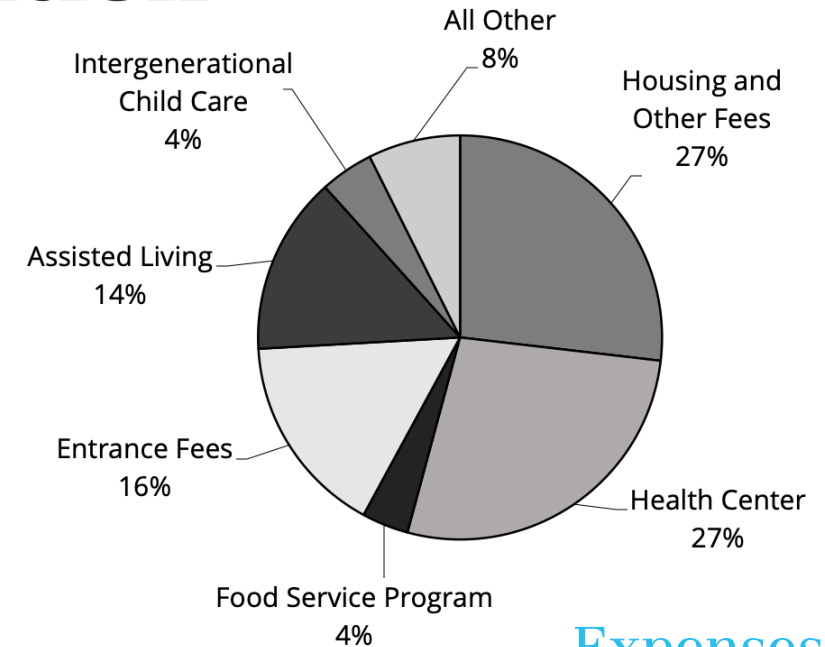
STATEMENT OF OPERATIONS	2019	2018
Total Support and Revenue	\$15,505,076	\$14,927,562
Total Expenses	\$20,191,236	\$16,747,153
<b>Operating Income</b>	<b>(\$4,686,160)**</b>	<b>(\$1,819,591)</b>

\*The Obligated Group consists of Bayview Manor Homes and Bayview Manor Foundation.

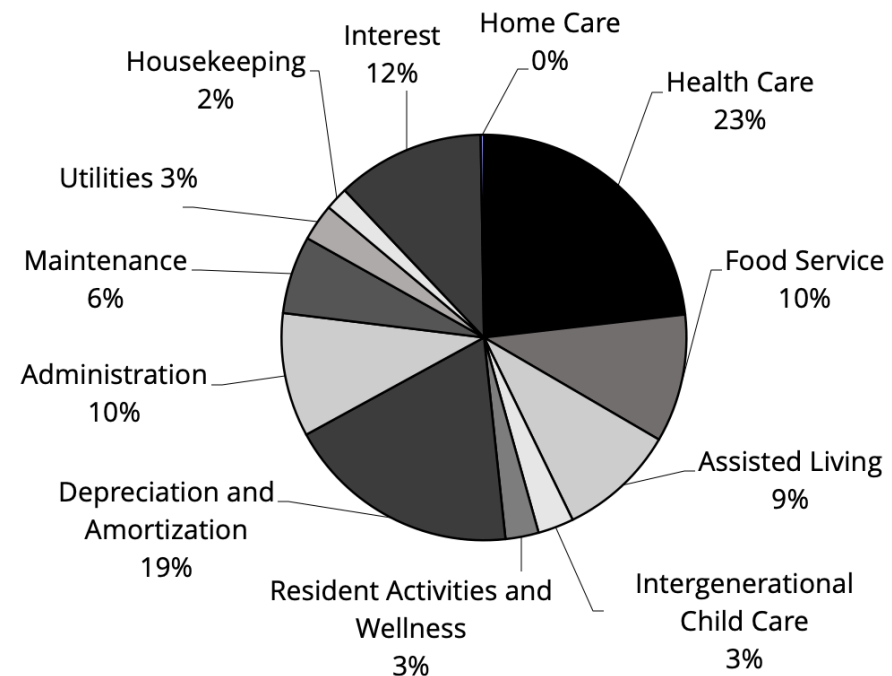
\*\*Please note: losses were anticipated per the multi-year Feasibility Study done in preparation for Bayview's master renovation project.

Copies of the complete audited financial statements are available upon request.

## Revenue



## Expenses



## LEADERSHIP TEAM

Nancy Weinbeck, Chief Executive Officer  
Joyce Doucet, Chief Financial Officer  
Dan Galvin, Director of Culinary Services  
Dawn Gramstad, Director of Human Resources  
Heather Smith, Director of Resident Services  
Jackie Schooley, Director of Intergenerational Children's Center  
Jamie Hart, Director of Social Services  
Janice Pate, Director of Nursing Services  
Jill Chang, Director of Communications & Brand Development  
Joel Smith, Health Services Administrator  
Juliana Bateman, Director of Spiritual Care  
Lea Miller, Director of Sales  
Lynn Arntufuss, Director of Activities  
Marty Bradbury, Director of Facilities  
Nahleen Salvador, Director of Wellness

## BAYVIEW MANOR FOUNDATION BOARD OF DIRECTORS

Jens Bakke, President*	Barb Laski*
Al Raymond, Vice-President*	Jay Marsh
Kim Miller, Treasurer	Nancy Marshall*
Nancy Jones, Secretary*	Nicole Schafer
Mary Body*	Linda Taggart*
Jo Ferguson**	<i>*Bayview Resident</i>
Doug Jordan	<i>**In Loving Memory</i>
Ron Kreizenbeck	

## BOARD OF TRUSTEES

Alan Levine, Chair  
Jan Gould, Vice-Chair & Treasurer  
Jeffrey Grant, Secretary  
Bruce Winchell, Immediate Past Chair  
Suzanne Barsness, Trustee  
Wayne Bruning, Trustee  
Ken Graff, Trustee  
Molly Henderson, Trustee  
Joan Holmes, Trustee  
Rick Hooper, Trustee  
Pam Piering, Trustee  
Kevin Quigley, Trustee  
Nancy Waiss, Trustee  
Jens Bakke, Ex-Officio Trustee\*  
Page Baldwin, Ex-Officio Trustee\*  
Kristina Gonzalez, Ex-Officio Trustee  
Steven Jager, Ex-Officio Trustee  
Rev. Kathryn Morse, Ex-Officio Trustee  
Marian Watanabe, Trustee Emeritus\*

*\*Bayview Resident*





Bayview received 2019 Accreditation  
**Educational Assessment Guidelines Leading toward Excellence**  
United Methodist Association of Health & Welfare Ministries

11 West Aloha Street | Seattle, WA 98119  
206.284.7330  
[www.BayviewSeattle.org](http://www.BayviewSeattle.org)

