



BAYVIEW
A POINT OF VIEW



A LIFE PLAN COMMUNITY REAWAKENS



Nancy Weinbeck, Bayview CEO & Marilyn
Blankenship, Bayview Resident (Savoy Gala)



ANNUAL REPORT 2022

A MESSAGE FROM THE CEO

Nancy Weinbeck

2022 was the year Bayview began its journey to the next 60 years following our 60th Anniversary in 2021. Globally, 2022 was a year of stops and starts as the Coronavirus continued to mutate. Along with the relentless grip of COVID, the “Great Resignation” of the pandemic deepened, leaving organizations asking the same question: where did all the workers go?

In 2022, while Bayview managed containment of the virus, we could not escape workforce impact. For our Culinary Department, we were unable to open our additional dining venues that shut down during COVID. For Reception and Transportation, we saw turnover without the ability to fill positions. For all areas of Health Care (Assisted Living, Memory Care, and Skilled Nursing and Rehab) we had to rely on multiple staffing agencies to fill shifts, which drove up expenses. At the same time, we were unable to raise occupancy in Skilled Nursing because of staffing challenges. Thus, with revenue down and expenses up, Skilled Nursing had a large negative impact on our overall financials for the year. On the bright side however, we turned a corner later in the year with a superior health care management team in place, lower staffing agency usage, and higher occupancy. As well, with various staffing strategies in place we started to see not only an uptick in qualified candidates but an uptick in filled positions, leaving us well positioned for 2023.



In spite of staffing challenges, there was much to celebrate: We ended 2022 with occupancy at all-time highs across the organization and with a growing wait list and referral stream. We were once again certified as an official Great Place to Work. We received platinum level SAGE Care certification in LGBTQ+ cultural competency training. We opened our Wellness Clinic for Independent level residents with the hiring of Nelli Asriyan, our full-time Wellness Nurse. We created the role of Residential Operations Director, filled by Marco Baumann. Perhaps the biggest cause for celebration was the return of live entertainment, lectures, classes, happy hours, parties, and a record-breaking live Savoy Fundraising Gala which packed the house at nearly 200 attendees and raised over \$70,000 dollars in support of Bayview Manor Foundation.

In the midst of global economic uncertainties, we continue to focus on building our workforce with a keen eye toward resident experience as the two are inextricably linked. Blessed with the best residents and dedicated staff, we journey forth with enthusiasm and confidence in fulfillment of our mission to transform lives today, tomorrow, and for the next 60 years.

MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES

Rick Hooper

Reawaken -

What a great theme for a surprisingly robust 2022! In January we had hopes for a better year, as COVID began to become more manageable. But who knew how many surprises, great memories, and even fun events were coming as in-person reemerged as our new norm:



- Staff once again did terrific work keeping everyone safe, connected, and upbeat. New staff are continuing to join Bayview and bring new focus, energy, and stability as 2023 begins.
- Bayview's popularity is strong as new residents continue to move in --- wait lists are growing.
- Bayview Manor Foundation is continuing to do great work --- 2022 Savoy was a huge success and terrific in-person event.
- COVID is quickly evolving for most of us from potentially life threatening to a much more manageable, now likely ongoing, challenge. Staff and residents are adjusting very well.

Bayview's Board of Trustees continued to stay engaged and very active in 2022. Several key Committees continued to work on new initiatives that will carry into 2023:

- Strategic Planning has 2 Ad-hoc groups working on:
 - IT issues: K4Connect --- greatly expanding opportunities to connect and communicate more easily. Also exploring many new ways technology can help us, including growing our technology infrastructure.
 - Building upgrades: addressing window, sliding door, deck drainage, and other issues --- scoping and planning can now lead to detailed action projects ahead (a multi-year project).
- Finance Committee continues to oversee financial status reviews and pays close attention to fiduciary responsibilities.
- Governance and Quality continues to oversee quality of care issues along with identifying and vetting Board candidates.

Bayview's nonprofit status enables Board and Staff to work closely together, along with residents, solely dedicated to Bayview's mission of "Transforming the experience of aging."

We look forward to a great year ahead --- looking for more ways to create in-person events that enable us to meet, greet, and work together on an even better future.

MESSAGE FROM THE PRESIDENT OF THE RESIDENTS' COUNCIL

Mary Body

In the last couple of years all in-person activities including dining were halted because of the large number of Covid cases.

However, in early 2022 Bayview residents were able to begin meeting in small groups. With the addition of meal pick up and eating in small groups, a general feeling of wellbeing spread throughout the building. Committees were formed and activities planned. With the ability to meet together in reality instead of virtually, resident groups began to plan for speakers, classes, excursions, films and other entertainment.

In June, residents elected Floor Chairs and they in turn elected new officers of Resident Council.



In August, when the Life Enrichment Director began a five-month maternity leave, resident-led committees assumed responsibility for continuing the planning and execution of activities. CEO Nancy Weinbeck and Director of Sales & Marketing Jill Chang often assisted committee chairs.

By the end of the year, residents were settled in with scheduled films, entertainment, speakers, excursions, and classes, all planned by residents for residents with assistance of many staff members.

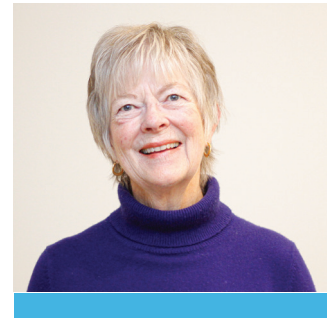
We look forward to the expertise Director of Resident Operations, Marco Baumann brings, and anticipate 2023 will be a year of stimulating activities with increased opportunities to develop friendships with fellow residents in this place we call home.



MESSAGE FROM THE PRESIDENT OF BAYVIEW MANOR FOUNDATION

Nancy Jones

“The greatness of a community is most accurately measured by the compassionate actions of its members.” Coretta Scott King



In 1987 the members of the Bayview community took action. They created Bayview Manor Foundation with a commitment that no one, through no fault of their own, would ever be forced to leave the community. That promise has been kept through the contributions of residents and friends of Bayview.

In 2022 \$216,950 was contributed toward that primary mission bringing the total distributed to the Foundation's commitment to \$3,435,388. Additionally, \$1,675,000 has been given to the Health Care Facility as nursing support during the past 15 years to assist in uncompensated care shortfalls.

The current assets of the Foundation are around \$5,000,000. Annual contributions from residents and friends of Bayview along with fund raising events and very important legacy gifts sustain the level of expenditure.

The Foundation Board ended 2022 with 12 Board members and 2 Advisory members. Each Board member has a specific responsibility, and it is a very active board! We are all grateful for their dedicated service. To echo Mrs. King, Bayview is indeed a great community, and the compassionate actions of its members are facilitated and evident through the work of the Foundation.

Starry Night in Paris: A Savoy Event

Post-Covid, nearly 200 Bayview residents, their families, and friends gathered on September 10th at the first live Savoy since 2019 to celebrate, enjoy delicious food and drink, dance to live music, and most important, raise funds for Bayview Manor Foundation. Sponsors, donations, auction bids and raised paddles combined to provide over \$73,000 in support of Bayview Manor Foundation's mission, the best total in the nine-year history of the event! Congratulations to the resident event committee, staff and more than 40 volunteers who made the evening a marvelous success! Thanks to our sponsors - Mercury Pharmacy Services, AssuredPartners Senior Living, Pathstone, Ziegler, Infinity Rehab, RiceFergusMiller, Stairmaster Kessler Koehler Moore, and CliftonLarsonAllen LLP.



FAMILY LEGACY STORY: JACK AND AKI ICHIKAWA

Jennifer Flick, Executive Assistant

Some journeys, like that of Jack and Akiko (Aki) Ichikawa, take a few more turns than others. As aging in place in their lower Queen Anne condo became more isolating, other options were explored. After a couple of years at an assisted living community, family felt the services and energy of the community were declining. Security was also a concern.

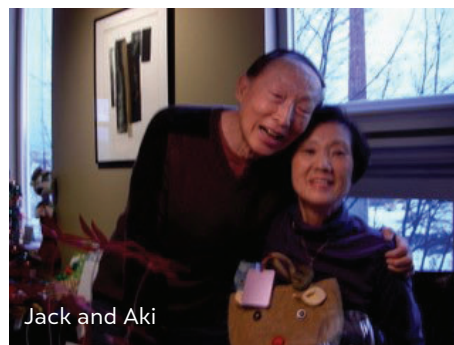
Son Kai said they had never heard of Bayview but, once discovered, they were attracted by the location, Bayview's history, and its volunteer Board of Trustees. A huge factor in choosing Bayview was the levels of continuing care and the fact that care is "people driven." All combined to make the move to Bayview a positive experience.



Jack Ichikawa

When Aki needed increasing care, Bayview's Assisted Living provided it while keeping her and Jack together in the same apartment. During her move to Skilled Nursing, and her passing in July, 2022, Jack was well supported by staff and residents. Kai says that Jack has a high level of trust in the staff.

When family resources were impacted by the pandemic, Bayview reached out to introduce Kai to Bayview Manor Foundation's subsidization program. Based on satisfaction with the care provided Jack and Aki, Kai was considering Bayview/Bayview Manor Foundation in his estate planning. The outreach reinforced his decision and Kai looks at his plans as a way of paying it forward toward future needs of the Foundation's support.



Jack and Aki



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.

Future Planned Gifts

Anonymous #15
Anonymous #16
David & DeAnn Finkel
Gary & Laurie Hammons
Nancy H. Jones
Barb Laski
Dorothy Neufeld
Ellen Porter
David & Maggie Rimmer
Janey Smith
Carol F Sutton
Douglas* & Elaine Weisfeld
Tom Morgan
Paul Borrmann

2020-2022

2022 Joyce Morgan
2022 Marjorie Guy
2021 Jens Bakke
2021 Daniel J & Edith M Harshbarger
2021 William G Laythe
2020 Jo Ferguson
2020 Alice Strombeck

2010-2019

2018 Anne Norris
2018 Florence Pung
2017 Jay & Naomi Miller
2017 Robert & Alice Weld
2016 Vera Cornell
2015 June David
2014 Alma L. Nelson
2013 Chandler Jones
2012 Alma McKnight
2012 Elizabeth Waldhaus
2010 Ada Nesbitt

2000-2009

2009 Sylvia Cowe
2009 Leonard & Verla Eastly
2009 Alf N. Sather
2009 Evelyn T. Torpey
2008 Alice Dodds
2008 Edward & Martha Folley
2008 David & Mary Frances Page
2007 Clare K Klein
2007 D. Elaine Snodgrass
2006 Ina Haun
2005 Dorothy Oliphant
2005 Helen M. Waterman
2004 Helen Blackman
2004 Frances Lindquist
2004 Justine Startup
2003 Agnes Frevel
2003 Dorothy Holmquist
2003 Kenneth G. & Luella Myers
2002 Elizabeth Eddy
2002 Anna Palsson
2002 Doug & Hazel Richards
2001 Clayton & Helen Danner
2001 Florence James
2000 Rev L Walter Truitt

1959-1999

1998 Constance Frank
1996 LaVernon Brooks
1996 Marion Freitag
1996 Bill and Peggy Laney
1995 Elizabeth Hately
1995 Fern Parret
1994 Russel Pearson
1994 Frances Lindquist
1993 Sylvia Wolff Epstein
1990 Virginia K. Dings
1990 Josephine McClaskey
1990 Dorothy Guy
1989 Helen DeGroat Bader
1989 Marion Fish Cox
1959 Charles A. Kinnear

OUR GENEROUS 2022 DONORS

Major Donors

Chuck & Marilyn Blankenship
Mary Body & Allen Raymond
William & Janet Bush
Marjorie Guy*
Charles & Susan Jackels
Tom & Joyce* Morgan

Donors

Nancy Adachi-Osawa
Linda & Ken Adkins
Amazon Smile Foundation
Rev. Janette B. Anderson
Anonymous
Anonymous #51
Assured Partners Insurance ◇
Anonymous #2
Page Baldwin
Anonymous #23
Milton & Elaine Becker
Candace K. Bell
Elisabeth Johnson Bell
Ardith Bergman
Anonymous #10
Chuck & Marilyn Blankenship
James A. Boche
Mary Body & Allen Raymond
Janet & Thad Boss
Anonymous #3
Caroline Brown
Wayne & Betty Bruning
Anonymous #43
Anonymous #44
John & Chris Cady
Karen Carlson
Pamela Carlson
Linda Cassee
Jill Chang & Mark McGuire
Clark Nuber PS
Marcia F. Clark
Clifton Larson Allen LLP ◇
Madeline Conom

Mary Crader
Anonymous #39
Rosemary Daszkiewicz & Guy Thomas
Susan Dearth & Marilyn Hepner
Jayne DeHaan
Becca DeShaw
Donna Deutsch
Angela Dolecki
Joyce & Randy Doucet
Anonymous #52
Lee Edlefsen & Susan Ranney
Bayview Eighth Floor Residents
Jan P. Eisenman
Janice Eisenman
Elizabeth A. Ellisor
Anonymous #27
Anonymous #50
Quinn & Deborah Ferguson
Bayview Fifth Floor Residents
David & DeAnn Finkel
Jennifer Flick
Lana M. Floyd
Anonymous #14
Clifford Forester
J. Davis & Elizabeth Freeman
Margery Freeman
Laura Dean Friedrich
Jennifer K. Gallison & Jennifer L. Perret
Anonymous #36
Alison Gazarek
Dan & Lisa Gemme
Jan & Chuck Gould
Jeffrey Grant
Salina Gray
Mary Ann & William Grosz
Mark Grosz
Howie & Patti Guy
Mark Guy & Diann Barry
Lela Hailey-Oakes
Gary & Laurie Hammons
Susan Hautala & Mark Malamud
Douglas Hart & Carole Powell
Anonymous #15
Edward & Mary Henderson



Peter R. & Maxine Henning
 William & Darlene Hickman
 Norman Hodges & Cheryl Moeller
 Richard Hooper & Nancy Silberg
 Sumiko Ikeda
 Infinity Rehab ◇
 Susan & Ken Jaffe
 Cherry Johnson
 Nancy Jones
 Dean Kelly
 Erika Kinno
 Mary Lou LaPierre
 Barb Laski
 Martha A. Lee
 Tom Lemly
 Al Levine & Darcy Wildermuth
 Beverly A. Licon
 Pamela Carlson Long
 Nancy Marshall
 Nancy A. Mayeno
 Leilani McCoy
 Audrey C. McKnight
 Betty McWilliams
 Mercury Pharmacy Services ◇
 Eric & Kelley Miller
 Lynne & Dan Miller
 Ramon & Norma Morales
 Ann Natalie Morgan
 Larry & Carolyn Mueller
 National Chinese Caucus of The United
 Methodist Church
 Dottie Neufeld
 Bayview Ninth Floor Residents
 Chozom Nyishar
 Pamela Oakes
 Scott C. Oakes
 Anonymous #48
 Phoebe Joan O'Neill
 Terrence & Mary Paananen
 Angela Palmer
 Pathstone ◇
 Carol Pencke
 Anonymous #47
 Florence Peterschmidt & Eve McClure
 Anonymous #38
 Ellen M. Porter
 Richard & Barbara Ranta
 Licia Raymond & Christian Hansen
 Timothy Rich & Kristin Cramer-Rich
 Rice Fergus Miller ◇
 Anonymous #37
 David & Margaret Rimmer
 Sharon Rodgers & Duncan Munro
 Theodore Rodgers

Edwin A. Salsitz
 Anonymous #33
 Chris Seiler & Jeff Parkins
 Michael and Terrie Sato
 Joshua & Meg Seyler
 Bayview Sixth Floor Residents
 Anonymous #17
 Joel & Marla Smith
 Ianne G. Smyer
 Robert Snodgrass
 Tom & Jeanette Springer
 Edward & Margaret Starbird
 Anonymous #21
 Anne Stevens
 Stritmatter Kessler Koehler Moore ◇
 Anonymous #34
 Carol F. Sutton
 Anonymou #9
 Freddie Alliniece Taylor
 Anonymous #49
 Bayview Third Floor Residents
 Susan M. Towle
 Toni A. Tully
 Carolyn Urban*
 Greg Wallace & Craig Sheppard
 Julia & Richard Ward
 Jennifer Weber
 Joan Weber & Hazel Curtiss
 Nancy & Asher Weinbeck
 Barbara Weinberg
 Douglas* & Elaine Weisfield
 Emily & Richard White
 Bruce & Janet Winchell
 Robert B. Woodruff
 Pamela & Ashly Yeo
 Jameson Zaballos
 Ziegler ³

*In loving memory

◇Sponsor

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.

SOCIAL ACCOUNTABILITY: SERVING OUR COMMUNITY SINCE 1961

Juliana Bateman, Director of Spiritual Care

Our greatest rewards are often found in serving others. Bayview has been involved with providing financial and in-kind support to the greater community since 1961. Bayview serves these 5 areas: charitable care, seniors & the arts and intergenerational programs, supporting successful aging, leadership development, and being a good neighbor & supporting local communities.

Charitable Care (primarily through Bayview Manor Foundation)

The Foundation help subsidized 6 independent and assisted living residents in financial need and partnered with Bayview towards covering uncompensated care for our patients in Skilled Nursing & Rehab. In addition, as part of our Moderate-income program, Bayview also reserves 20% of available units for residents at or below 50% of the median gross income.

Intergenerational Programs

Bayview continues to bridge the gap between seniors and children. Many residents volunteered their time and talent as our Intergenerational Children's Center was able to re-integrate with the Bayview community once again.

Promoting and Supporting Successful Aging & Senior Focused Not-For-Profits

Through our social accountability committee, Bayview made monetary donations of a total of \$1,500 to Queen Anne Helpline, which serves low-income residents, many of whom are seniors in our neighborhood, as well as a donation to We Love Seattle, which serves those experiencing homelessness in our neighborhood, including those who are seniors.

Leadership Development/Deepening the Capacity of those who Serve Seniors

This year we had interns in our marketing, wellness, OT, PT, and nursing departments. We had staff attend and speak at multiple senior living industry conferences.

Being a Good Neighbor/Supporting Local Communities

- Food Drive for Queen Anne Food Bank: Residents collected and donated 15 bags of groceries.
- Meal Donations: For Thanksgiving, 7 residents made 175 lunches for Queen Anne Food Bank, totaling an approximate cost of Food & Labor: \$925.00.
- Donation Drive for Riverton Park United Methodist Church's Tiny Home Village: Residents collected and donated 18 grocery bags of warm winter clothes, bedding, towels, and personal hygiene items.
- Bazaar: Many residents worked for months collecting donations, fixing jewelry, and making items, including sewn and baked goods, to sell at this year's Bazaar. \$5,076.00 was raised for Jubilee Women's Center.
- Ongoing Stamp Collection for Tubfrim: Throughout the year many residents faithfully took the time to collect and turn in canceled stamps, trimmed to have ¼ inch borders. Sons of Norway in Ballard sent them to Norway to be sold by the charity TUBFRIM for funds for disabled children and youth and to finance tuberculosis research.
- Ongoing Toiletry Collection: Throughout the year, residents donated 10 grocery bags of toiletries to Ballard Food Bank.



Intergenerational Children's Center



Holiday Bazaar



Meal Donations



2022

A YEAR IN PHOTOS



Filmmaking with Bob Woodruff



Fitness Class



Donna Neumann



Clay Sculpting with Nancy Marshall



Wine Making



Filmmaking with Susan Towle



Employee Holiday Party



Orian Harrington and Jack Ichikawa



Raingutter Regatta



Bayview Employees



SilverKite Theater Performance



Easter with Intergenerational Children's Center



Baking with Sue Jackels



Cycling Without Age



Veteran's Day



Resident & Volunteer Pen Pals



Queer Then & Now Event



Orange Creamsicle Party



Savoy Gala



Elizabeth Gomes



Cooking Demo with Sue Jackels

STATEMENT OF FINANCIAL POSITION

BAYVIEW OBLIGATED GROUP*

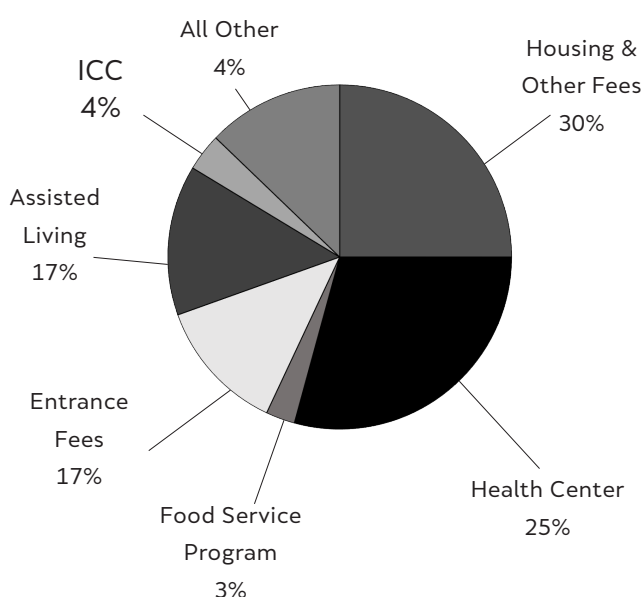
ASSETS	2022	2021
Current Assets	\$5,008,593	\$6,454,895
Limited Use funds for Construction	\$4,273	\$54,263
Limited Use funds for Debt Service	\$3,193,073	\$3,193,062
Investments	\$14,636,356	\$16,913,074
Plant and Equipment	\$47,552,324	\$50,373,473
Land	\$12,698,979	\$12,698,979
Total Assets	\$83,093,598	\$89,687,746
LIABILITIES & NET ASSETS	2022	2021
Current liabilities	\$4,590,726	\$3,328,830
Long term liabilities	\$75,443,253	\$73,927,597
Total net assets	\$3,059,619	\$12,431,319
Total liabilities and net assets	\$83,093,598	\$89,687,746

Years ended December 31

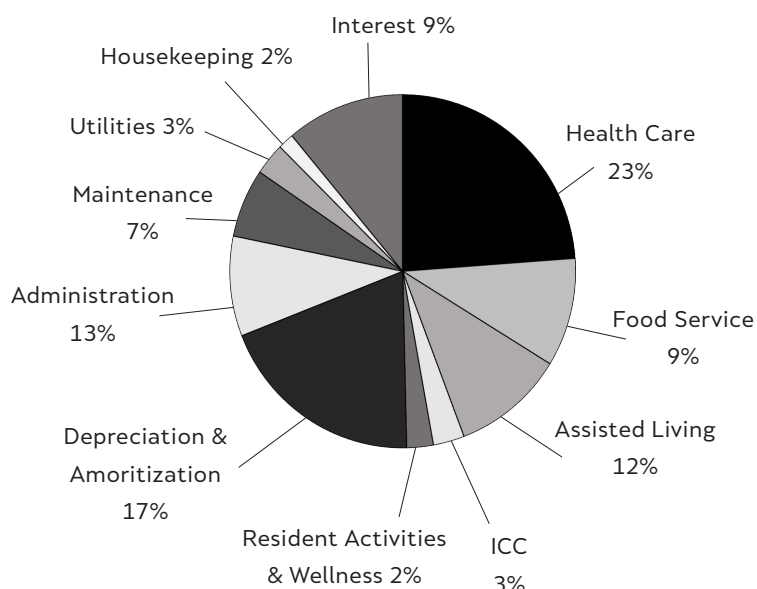
STATEMENT OF OPERATIONS	2022	2021
Total Support and Revenue	\$18,059,815	\$19,636,555
Total Expenses	\$24,939,676	\$22,312,013
Operating Income	(\$6,879,861)	(\$2,675,458)

*The Obligated Group consists of Bayview Manor Homes and Bayview Manor Foundation. Copies of the complete audited financial statements are available upon request.

2022 REVENUE



2022 EXPENSES



OUR BOARDS AND LEADERSHIP

Bayview Leadership Team 2022

2022 brought changes to staffing as well as our leadership team. Included below are those on the team for any portion of 2022.

Nancy Weinbeck, Chief Executive Officer
 Joyce Doucet, Chief Financial Officer
 Lynn Arntuffus, Director of Activities for Health Center
 Nelli Asriyan, Wellness Clinic Nurse
 Juliana Bateman, Director of Spiritual Care
 Marco Baumann, Director of Resident Operations
 Jill Chang, Director of Sales & Marketing
 Pam Carlson, Director of Nursing
 Heather Cross, Director of Intergenerational Children's Center
 Jessenia Cruz, Life Enrichment Manager (departure)
 Laarni Dumecquias, Staff Development & Infection Control Nurse
 Dan Galvin, Director of Culinary Services
 Dawn Gramstad, Director of Human Resources (departure)
 Jamie Hart, Director of Social Services
 Dawn Hayes, Director of Activities for Assisted Living
 Sonee Mensing, Director of Human Resources
 Frank Metschar, Sales Manager (departure)
 Janice Pate, Director of Nursing (departure)
 Nahleen Salvador, Director of Wellness (departure)
 Phillip Smith, Director of Facilities
 Joel Smith, Health Services Administrator (departure)
 Charlene Watson, Director of Fitness
 Pamela Yeo, Director of Assisted Living, Health Services Administrator (promotion)

Bayview Manor Foundation Board of Directors 2022

*Nancy Jones, President
 Diann Barry, Vice-President
 *Al Raymond, Treasurer
 *Gary Hammons, Secretary
 Allyn Hughes (as of July)
 Rev. Jan Anderson
 Dominick V Driano
 Bruce Galvin
 Doug Jordan
 *Susan Ranney
 *David Rimmer (through Jan.)
 Nicole Schafer
 *Linda Taggart
 *Barbara Weinberg

Advisory Council

*Milton Becker
 *Nancy Marshall
 *Jack Trowbridge

Bayview Board of Trustees

Rick Hooper, Chair
 Debi Ferguson, Vice Chair
 Jan Gould, Treasurer
 Jeffrey Grant, Secretary
 Alan Levine, Immediate Past Chair
 Suzanne Barsness, Elected Trustee
 Wayne Bruning, Elected Trustee
 Lana Floyd, Elected Trustee
 Ken Graff, Elected Trustee
 Steven Jager, Elected Trustee
 *Page Baldwin, Elected Trustee
 Pam Piering, Elected Trustee
 Monica Weber, Elected Trustee (through Mar.)
 Kristina Gonzalez, Ex-Officio Trustee (through Feb.)
 *Allen Raymond, Ex-Officio Trustee (through May)
 *Mary Body, Ex-Officio Trustee (as of May)
 Rev. Dr. Kathryn Morse, Ex-Officio Trustee
 *Nancy Jones, Ex-Officio Trustee (as of May)
 *Marion Watanabe, Trustee Emeritus (through Oct.)

*Bayview Resident



BAYVIEW

A POINT OF VIEW



Bayview
62+ Nonprofit Life Plan Community
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BayviewSeattle.org

