



BAYVIEW  
A POINT OF VIEW

# CHARTING THE COURSE



ANNUAL REPORT 2023

# A MESSAGE FROM THE CEO

Nancy Weinbeck

**Reshaping our care model will bring a multitude of benefits to our residents as the plan takes shape in 2024, including more preventative care and health services on site, long term care in our assisted living setting as regulations allow, as well as the additional benefit of excellent skilled nursing off site through our Kline Galland partnership.**

As the global pandemic receded in 2023, it was time to course correct as we adjusted to the “new normal.” The long term effects of COVID lock downs will still be playing out in the months and years to come, but we needed to confront immediate challenges, most of which impacted the ability to operate a skilled nursing facility as part of our on-site care continuum. Among the many challenges that threatened the viability of skilled nursing included the growing healthcare workforce shortage and reduction in reimbursement levels. While we had been watching these challenges grow over the years, the pandemic put them over the top. By the end of 2023, it became clear that staying in skilled nursing was a threat to our sustainability, so the decision was made to shift how we provide care to better serve our residents and to ensure Bayview’s viability into the future.



This shifting strategy in care provision came with much opportunity. Once the decision was made to no longer offer skilled nursing on-site, we entered into the partnership with a premier skilled nursing facility, Kline Galland. Also, we increased our level of care in Assisted Living to provide more long term care services. In addition, we created a new partnership with our outstanding therapy team, formerly of Infinity Rehab, to continue the excellent rehabilitative therapy services our residents have come to know. Reshaping our care model will bring a multitude of benefits to our residents as the plan takes shape in 2024, including more preventative care and health services on site, long term care in our assisted living setting as regulations allow, as well as the additional benefit of excellent skilled nursing off site through our Kline Galland partnership.

While charting a course through a challenging macroeconomic environment, we had much to celebrate at Bayview in 2023, including winning the gold medal in the Seattle Times Best in the Pacific Northwest People’s Choice Award in the Senior Living category, named Top 50 CCRCs in the nation by a Newsweek poll, earned once again our Great Place to Work certification, as well as platinum level LGBTQ SAGE certification.

In partnership with our dedicated and talented Board of Trustees, excellent Leadership Team, and outstanding residents, we chart a bright and exciting course ahead, ensuring our ability to transform the lives of those we serve today, tomorrow, and well into the future.

# MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES

Rick Hooper

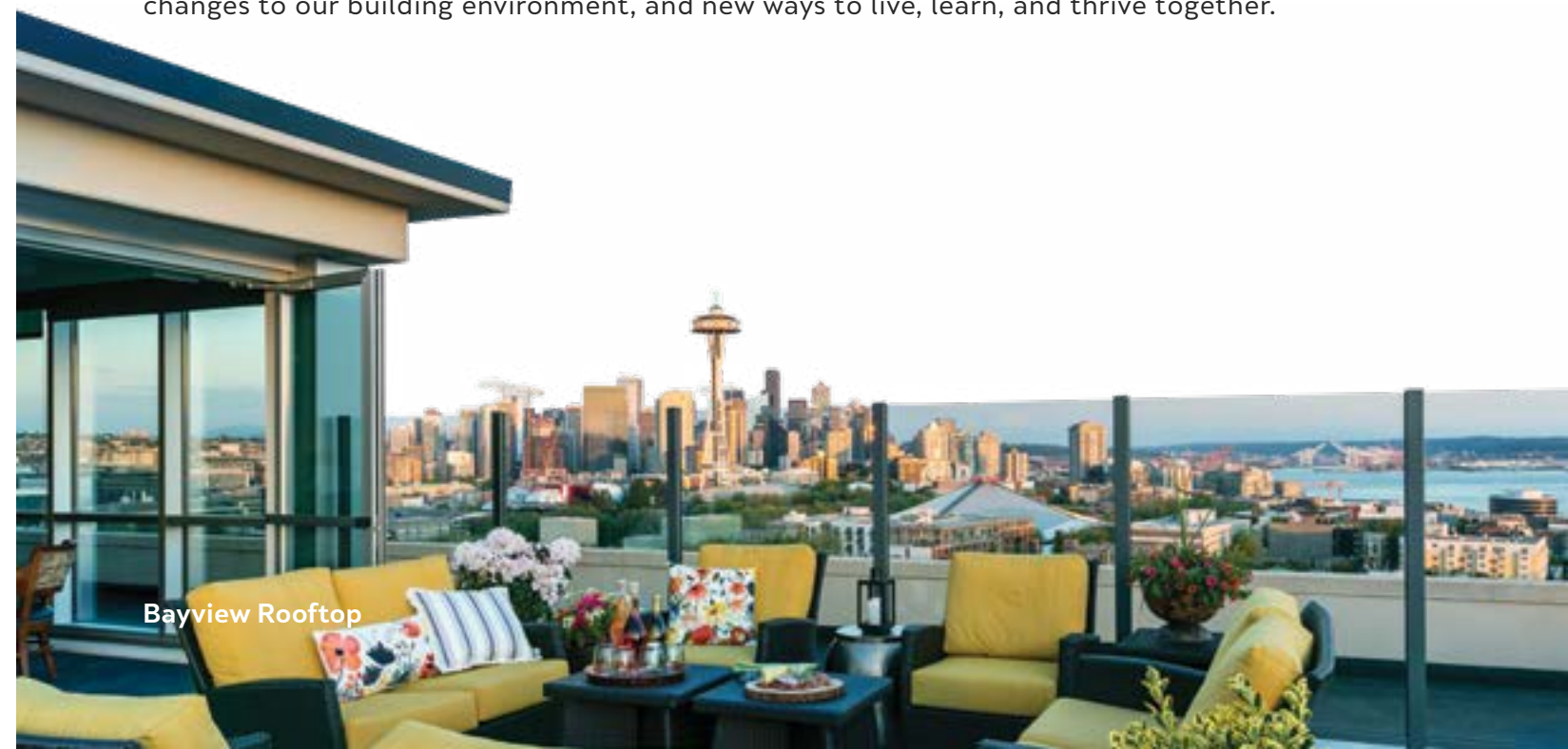
Bayview residents, staff and Board of Trustees experienced varied and challenging issues as 2023 pulled us out of COVID:

We again found new opportunities to enjoy each other, welcoming new residents and staff.

Significant changes in how services are funded and delivered in our State and nationally required all of us to rethink service delivery. Needs aren’t changing, but the need to deliver care in better and more effective ways opened up surprising new pathways.

It became apparent in 2023 that we had to face the very difficult decision to close the Health Center. Many financial challenges ultimately led to that decision, but we rapidly began to learn about many potentially better ways to offer needed care, in more appropriate locations. That important work will continue to evolve.

Our Board will be moving into 2024 excited to help support evolving new care options, needed changes to our building environment, and new ways to live, learn, and thrive together.



Bayview Rooftop

# MESSAGE FROM THE PRESIDENT OF THE RESIDENTS' COUNCIL

Charles Jackels

Bayview resident activities have regained much of their pre-pandemic vibrancy during 2023.

Food service resumed in both the dining room and Bistro, and regular happy hours have resumed in the 10th floor lounge. The resident committees have planned and presented many opportunities for cultural enrichment, entertainment, gardening, arts and crafts pursuits, game playing, and excursions to restaurants, museums, stores, and festivals.

These activities have received excellent support from Barbara Young, Director of Resident Operations and Marco Baumann, Chief Operating Officer.

The Residents' Council meets monthly except in the summer. We have elected new Floor Chairs and Council officers and clarified our bylaws regarding the resident committees and interest groups. The meetings are now available to all residents via internet. We look forward in 2024 to further developing this community, which is our home.

Bayview residents have also reached out to support others. The Employee Holiday Fund collected over \$90,000 to provide gifts to the Bayview staff, and the Holiday Bazaar raised over \$6,400 for the Southeast Seattle Senior Center.



# MESSAGE FROM THE PRESIDENT OF BAYVIEW MANOR FOUNDATION

Nancy Jones

The Foundation took an important step forward in April 2023 when we hired a full-time Development Manager. Liz Anderson has a Masters Degree in International Community Development and came to us from another local nonprofit, moved right into the office on the 6th floor and began to make it our true home. She is filled not only with great ideas but the discipline to carry through on our agenda. The Foundation is delighted to have Liz on board to help us chart our course forward.

With the closing of the Skilled Nursing Facility, the Foundation will no longer have an expenditure to help sustain it. Yet with increased capacity for care within both Independent and Assisted Living, we do not anticipate a decrease in our expenditures on behalf of residents. As you can read from our fund balance below, we continue to have a healthy balance sheet. Residents and friends of Bayview are most generous, and their gifts ensure our course into the future.

Total Fund Balance as of 12/31/23: \$5,338,115.12



## Bayview in Wonderland: A Savoy Event

Over 200 residents, families, and friends joined us as we went down the rabbit hole at this year's Alice in Wonderland themed Savoy gala. We enjoyed fabulous food and drinks, live music, and a live auction. New this year were the wine pull, raffle, and fun game of heads or tails. All of these activities helped us to exceed our highest ever fundraising total! We raised just under \$90,000 in support of Bayview Manor Foundation's mission, and we could not be more thrilled with this result.

Special thanks to residents Bill Forrester, Mary Body, Nancy Marshall, and the rest of the decorating crew for spending countless hours creating a decorative masterpiece for the event. The evening would not have been nearly as magical without the environment created by the vision of these individuals.



Savoy Gala

# DONOR STORY: CANDACE BELL

## Liz Anderson

Candace spent much of her life living in Western Washington, and much of her adult life living in Alaska. Many years ago, a friend of hers spoke about a senior living community in Seattle that they were a strong supporter of, as they believed that no senior should have to worry about their financial outlook in the future. That senior living community was Bayview, and their support was for the Foundation. Candace kept this in the back of her mind as she knew her dear friend would only support a sound organization.



After a few decades of living in Alaska, Candace was ready to move back to Seattle to be able to visit her children easily and to rejoin her home community. She was living in her Eastlake condo when one of her kids, who lives in Queen Anne, asked her to pick up her grandchild from daycare. They told her to head to Bayview and look for the Intergenerational Children's Center. Candace then realized that Bayview was not only home to a wonderful childcare center, but it was also the place that her friend had supported many years ago. When it came time for her to move closer to her children in Queen Anne, Bayview was the obvious choice.

Since moving to Bayview, Candace has become an enthusiastic supporter of the Foundation and recently joined the Foundation Board. Candace is one of the many residents who represent a legacy of loyalty to Bayview and the Foundation.

## Edward Curtis Prints

Through the generosity of Bayview Residents David Goldsmith and Lynn Elmore, Bayview received a donation of original Edward Curtis prints to Bayview in 2023.

Born in 1868, Edward Curtis is best known for his photographic work capturing Native American artifacts and traditions. Curtis lived much of his life in Washington and lots of his work focuses on Pacific Northwest tribes. David and Lynn hope that this donation will contribute to the cultural enrichment of every resident at Bayview.

# LEGACY DONORS

Bayview Manor Foundation's ability to provide support to Bayview residents benefits greatly from legacy gifts. Donors participate in legacy giving by incorporating Bayview Manor Foundation into their estate planning, allowing them to leave a 'legacy' behind. Legacy gifts often occur when the donor has passed and their estate is settled, resulting in larger gifts for the beneficiary. Legacy giving takes many forms (inclusion in a will or estate plan, inclusion as beneficiary on a life insurance policy or retirement account, among others) and can be done in a way that benefits the donor prior to the distribution of the gift. Regardless of size, all legacy gifts have a positive and lasting impact on Bayview Manor Foundation and the residents of Bayview.

### Future Planned Gifts

Allen Raymond  
Anonymous #15  
Anonymous #16  
Barbara Laski  
Beverly Licon  
Carol F. Sutton  
David & DeAnn Finkel  
David & Maggie Rimmer  
Dorothy Neufeld  
Ellen Porter  
Gary & Laurie Hammons  
Janet Lee Richard  
Janey Smith  
Nancy H. Jones  
Paul Borrmann  
Sue Ranney & Lee Edlefsen  
Tom Morgan

### 2020-2023

2023 Douglas & Elaine Weisfield  
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 Hatley  
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 2023 DONORS

## Up to \$500

Norma Jean Hanson  
Steve Bradford  
John Aldrich  
Rebecca DeShaw  
Morgan Novak  
Scott C. Oakes  
Meg Starbird Seyler  
Casey Kelly  
Bayview Sixth Floor Residents  
Amanda Waiters  
Grace Michaels  
Don Morgan  
Craig Oakes  
Susie Parsons  
Tseten Thikhangsang  
Phillip Smith  
Douglas Gilles  
Leilani McCoy  
Susan K. Avery  
Janis Fowler  
Pamela Oakes  
Jeff Parsons  
Dennis Raymond & Joanne Hjort  
Shirley Rehngren  
S Lynn & Brian Beaumont  
Nancy Babcock  
AJ Konopaski  
Donna Lew  
Linda McKelvey  
Suzanne Barsness  
Mary Noe  
Janey Smith  
Bayview Fourth Floor Residents  
Jayne DeHaan  
Daniel Galvin  
Thomas Marshall  
Davis Freeman  
Lisa Cooper  
Bayview Third Floor Residents  
June M. Bartell  
Marco Baumann  
& Della-Rae Carriere  
Donna Carlson  
Linda Cassee

Carol Eastman  
Jeffrey Grant &  
Mercedes Fernandez  
Thomas Gray  
Ann Guise  
Allen Hale\*  
Anonymous #29  
Richard Hawkins  
Hear USA  
Erin Lamb  
Robert A Lesko  
Mary Ellen Maxell  
J. McWilliams  
Daryl Kim Miller  
Sandra Kish Miller  
Anonymous #35  
Colleen O'Brien  
PJ Corr LLC  
Barbara Scamman  
Marianne Scurlock  
Christine A. Seiler  
Keegan Short  
Freddie Alliniece Taylor  
Susan Tilling  
T-Mobile  
Deborah & Quinn Ferguson  
Michael Starbird  
Patricia Nell Guy  
Alan Healy  
Anonymous #44  
Bayview Eighth Floor Residents  
Karen Naish  
Sharon Rodgers & Duncan  
Munro  
Howie & Patti Guy  
Phoenix Petroleum, LLC  
M. & Theresa Hebblethwaite  
Anonymous #9  
Joan Weber  
Martin Yanushev  
Brad & Missi Solbrack  
Ebay  
Debbie Cutter &  
Taya Countryman  
Allison Kelanic  
Anonymous #37

Bayview Fifth Floor Residents  
Bayview Ninth Floor Residents  
Anonymous #42  
Joyce & Randy Doucet  
Clifford Keith Forester  
Sandra Hanson  
Marion Lazer  
Anonymous #26  
Anonymous #15  
Linda Mack  
Amazon Smile Foundation  
Sue Billings  
Mary Lou LaPierre  
Thomas E. Morgan  
Anonymous #21  
Nancy Waiss  
James Goldsmith  
Lana Marie Floyd  
Pamela Carlson Long  
Dean Kelly  
Christie Rodgers & William  
Lober  
Marge Kemp-Williams  
Fred & Marian Karpoff  
Jessie Jamison  
Licia Raymond & Christian  
Hansen  
Peggy O'Connor  
Marsha Wilson & Elizabeth  
Grabow  
Roy & Amy Delay  
Tom Lemly  
Ina Lou Spady  
Anonymous #34  
Roxanne Tillman  
Susan Margaret Towle  
Jack Trowbridge  
Salina Gray  
Anonymous #45  
Marilyn Scott  
Anonymous #51  
Jordan Louie  
Sally McElroy  
Erika Kinno  
Anonymous #43  
David Johnson

Michaela Popoff  
Dorothy Neufeld  
Barbara Young & Jay Kolbe  
Darlene & William Hickman  
Suzanne Schwalbach  
Karen Carlson & Gail Petteruti  
Phoebe Joan O'Neill

## \$500-\$999

Ken & Linda Adkins  
Anonymous #3  
Anne L. Bruce  
Clifton Larson Allen◇  
Dennis Derickson  
Susan Franklin  
Ken & Nina Graff  
Peter & Maxine Henning  
Cherry Johnson  
Joe Kuzmick  
Ann Natalie Morgan  
The Complete Line◇  
Pamela & Ashly Yeo  
Eric Jones  
Jill Chang & Mark McGuire  
Catharine Starbird  
Scott & Elizabeth Forehand  
Lela Hailey-Oakes  
Martha A. Lee  
Brian Coon  
Arthur Lumley  
Tom\* & Jeanette Springer  
Rosemary Daszkiewicz & Guy  
Thomas  
Anonymous  
Anonymous #2  
Anonymous #23  
Marilyn Becker & Richard Holmes  
Anonymous #10  
Chad & Jill Heitlauf  
Mary & Terrence Paananen  
Louisa Congdon  
Anonymous #14  
Elizabeth Ann Erickson  
Charles Springer  
Alan Levine & Darcy Wildermuth  
Judy Peterson  
Richard Simkins  
Albert & Virginia Ehle  
Keri Nasenbeny  
Anonymous #16  
Barbara Laski  
Anonymous #50

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

Wayne & Betty Bruning  
Edward & Mary Henderson  
Julia Kruger  
Pathstone◇  
John V. Peters  
Rice Fergus Miller◇  
Ziegler Investments◇  
Bill & Mary Ann Grosz  
Allyn Hughes  
Carolyn Bradley  
Marie Coon  
Anonymous #24  
Cinda P. Siler  
Jan P. Eisenman  
Heather & Eric Camm  
Lisa & Dan Gemme  
Jan Anderson  
Susan Dearth &  
Marilyn Hepner  
Jeannine B. Pappin  
M. Pamela Piering  
Anonymous #18  
Tim Rich &  
Kristin Cramer-Rich  
Anonymous #39  
Douglas Hart &  
Carole Powell  
Barbara & Richard Ranta  
Nancy Marshall  
Ellen M. Porter  
John & Chris Cady  
Nancy Adachi-Osawa  
Beverly A. Licon  
Elizabeth A. Ellisor  
William H. Blue  
Douglas Weisfield\*  
Theodore Rodgers  
Jennifer & Dan Flick  
Robert B. Woodruff  
David & Margaret Rimmer  
Assured Partners◇  
McBride Construction

Resources◇  
RDH Building Science Inc.◇  
Anonymous #47  
Carol Hershman  
Gary & Laurie Hammons  
Harold (Page) Baldwin  
Ardith Bergman  
Barbara Weinberg  
Anonymous #33  
Lawrence & Carolyn Mueller  
Lynn T. Elmore &  
David Goldsmith  
Milton & Elaine\* Becker  
Carol Sutton  
Candace K. Bell  
Marcia Florence Clark  
Anonymous #17  
Emily & Richard White  
Diann Barry & Mark Guy  
Richard Hooper &  
Nancy Silberg  
Nancy & Asher Weinbeck  
Samuel Robert Snodgrass  
Evelyn Crichton  
Anonymous #36

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

Marion Bakke  
Jan & Chuck Gould  
Margaret & Edward Starbird  
Lee Edlefsen & Sue Ranney  
Charles & Susan Jackels  
The Seattle Foundation  
Mary Body

## \$10,000+

Chuck Blankenship  
& Marilyn McCoy Blankenship  
William Bush\*  
Florence Peterschmidt  
& Eve McClure  
Anonymous #6

*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.*

\*In loving memory

◇Sponsor

# SOCIAL ACCOUNTABILITY: SERVING OUR COMMUNITY SINCE 1961

What would be the “loss impact” to our own, and our surrounding, community? The dollars involved are easily quantifiable; the “heart” involved not as easily. A look into Bayview’s Social Accountability program and its areas of support which includes not only dollars donated but the significant value of time and in-kind goods:

## Charitable Care

This year, the Foundation subsidized six Bayview residents in independent and assisted living. The total amount paid in support of these residents was \$265,246.39. The Foundation also continued its support of the Skilled Nursing Facility, paying a total of \$125,000 throughout the year. In addition, as part of our Moderate-income program, Bayview reserves 20% of available units for residents at or below 50% of the median gross income.

## Being a Good Neighbor and Supporting the Local Community

The annual Bayview Bazaar raised over \$6,000 for the Southeast Seattle Senior Center. The Southeast Seattle Senior Center provides services, activities, and support for adults 50 and older in Seattle’s Rainier Valley. Many residents worked for months collecting donations, fixing jewelry, and making items, including sewn and baked goods, to sell at this year’s Bazaar. In addition, Bayview Culinary Services staff prepared over 125 meals for Thanksgiving and 125 for Christmas for Queen Anne Food Bank.

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

Through our Social Accountability committee, Bayview made monetary donations to Queen Anne Helpline’s Annual fundraising event. With the collective help of neighboring organizations, Queen Anne Helpline was able to raise more than \$94,000 for housing stability, many of whom are seniors in our neighborhood. In addition, Bayview’s stitchery group spent 3,500 hours knitting for outreach organizations.

## Leadership Development/Deepening the Capacity of those who Serve Seniors

Internship opportunities and mentoring were provided in sales and marketing, OT, PT, nursing, dietary and activities departments. Involvement in leadership opportunities including LeadingAge Washington’s Leadership Institute; a program designed for emerging leaders in aging services and participation in speaking sessions at the state and national conferences.

## Intergenerational Programs

Bayview continues to bridge the gap between seniors and children. Many residents volunteered their time and talent with our Intergenerational Children’s Center students, giving over 200 hours in 2023.



Bayview free little library



Preparing Thanksgiving meals



ICC Student and Bob Woodruff



Bayview participating in the Alzheimer's Association Walk to End Alzheimer's

2023

# A YEAR IN PHOTOS



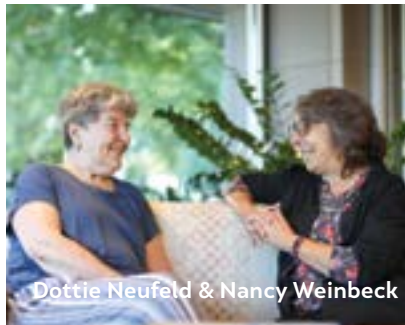
Story time with ICC



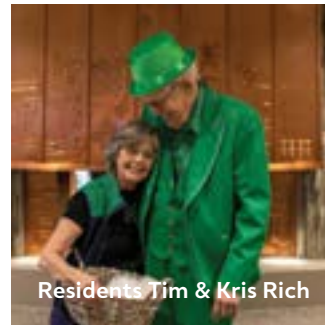
Resident Leah Kosh holding her art piece



Resident Terry Pannenan performing at Cinco De Mayo party



Dottie Neufeld & Nancy Weinbeck



Residents Tim & Kris Rich



Wine making



Resident Ted Rodgers & family at Savoy Gala



Nancy Weinbeck & Sue Jackels hugging at the annual Tree Lighting Ceremony



Honoring Bayview's Veterans on Veterans Day



Apollo 11 video



Resident Bill Forrester shows off his 3D design for Savoy



Watercolor class



Tai Chi on the Terrace Patio



Weaving class



Raingutter Regatta



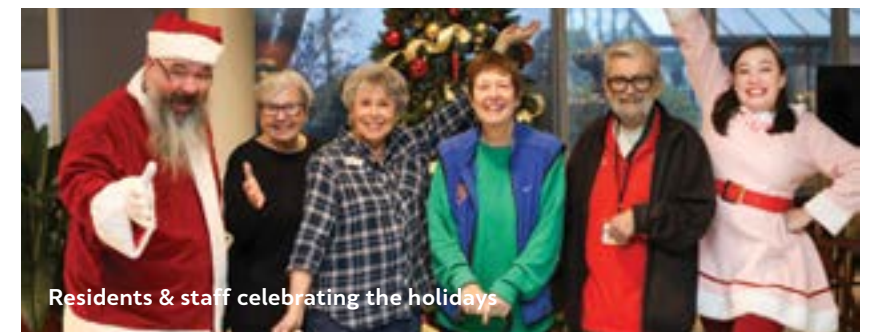
Employee holiday party



Resident David Finkel at Hanukkah celebration



King 5 news project



Residents & staff celebrating the holidays

# STATEMENT OF FINANCIAL POSITION

## BAYVIEW OBLIGATED GROUP\*

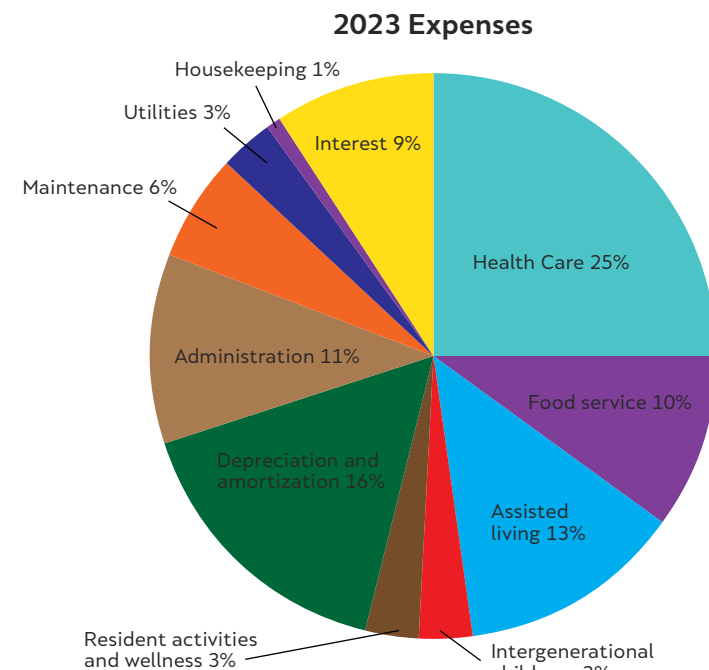
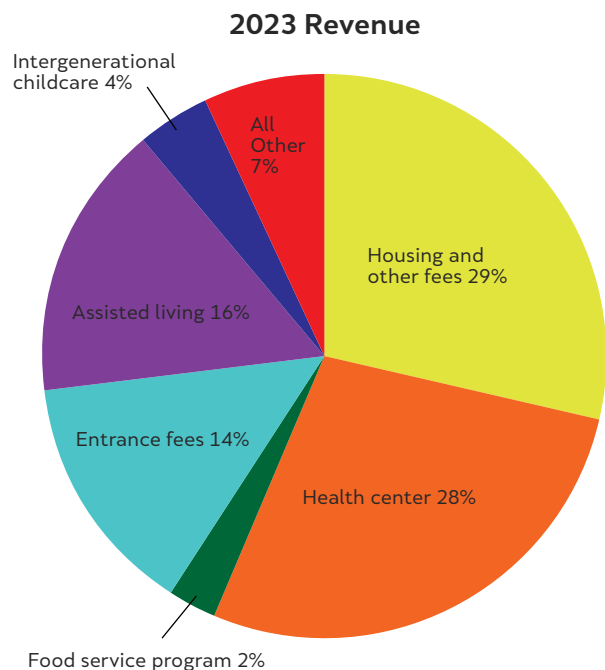
Assets	2023	2022
Current assets	\$5,120,367	\$5,008,593
Limited Use funds for Construction	\$4,273	\$4,273
Limited Use funds for Debt Service	\$3,193,085	\$3,193,073
Investments	\$16,460,511	\$14,636,356
Plant and Equipment	\$44,742,772	\$47,552,324
Land	\$12,698,979	\$12,698,979
<b>Total assets</b>	<b>\$82,219,987</b>	<b>\$83,093,598</b>

Liabilities and net assets	2023	2022
Current liabilities	\$6,331,829	\$4,590,726
Long term liabilities	\$77,480,313	\$75,443,253
Total net assets	\$(1,592,155)	\$3,059,619
<b>Total liabilities and net assets</b>	<b>\$82,219,987</b>	<b>\$83,093,598</b>

Statement of Operations	2023	2022
Total Support and Revenue	\$21,281,448	\$18,060,315
Total Expenses	\$26,836,644	\$24,939,676
<b>Operating Income</b>	<b>\$(5,555,196)</b>	<b>\$(6,879,361)</b>



\*audited financial statements are available upon request

# OUR BOARDS AND LEADERSHIP

### Bayview Leadership Team 2023

2023 brought changes to staffing as well as our leadership team. Included below are those on the team for any portion of 2023.

- Nancy Weinbeck, Chief Executive Officer
- Marco Baumann, Chief Operating Officer
- Joyce Doucet, Chief Financial Officer
- Pamela Yeo, Health Services Administrator
- \*Lynn Arntuffus, Director of Activities for Health Center
- \*Juliana Bateman, Director of Spiritual Care
- \*Pam Carlson, Director of Nursing
- Jill Chang, Director of Sales & Marketing
- \*Heather Cross, Director of Intergenerational Children's Center
- Yeshi Faris, Wellness Nurse
- Dan Galvin, Director of Culinary Services
- \*Jamie Hart, Director of Social Services
- Dawn Hayes, Director of Activities
- Gabriella Loya, Director of Social Services
- Soneé Mensing, Director of Human Resources
- Trudy Roberts, Director of Intergenerational Children's Center
- Phillip Smith, Director of Facilities
- Barbara Young, Director of Resident Operations
- \*Charlene Watson, Director of Fitness

\*Departed Bayview

### Bayview Manor Foundation Board of Directors 2023

- \*Nancy Jones, President
- Diann Barry, Vice President
- \*Gary Hammons, Treasurer
- \*Lela Hailey-Oakes, Secretary

### Directors

- Rev. Jan Anderson
- Bruce Galvin
- \*Allyn Hughes
- Nicole Schafer
- \*Barbara Ranta (as of Nov.)
- \*Barbara Weinberg
- \*Linda Taggart (through Nov.)

### Advisory Council

- \*Milton Becker
- Dominic Driano
- \*Linda Taggart

### Bayview Board of Trustees

- Rick Hooper, Chair
- Debi Ferguson, Vice Chair
- Jan Gould, Treasurer
- Jeffrey Grant, Secretary
- Alan Levine, Immediate Past Chair
- Wayne Bruning, Elected Trustee
- Ken Graff, Elected Trustee
- Pam Piering, Elected Trustee
- Lana Floyd, Elected Trustee
- \*Page Baldwin, Elected Trustee
- Karen Carlson, Elected Trustee
- Eric Jones, Elected Trustee
- \*Kathy Morse, Ex-Officio Trustee
- \*Nancy Jones, Ex-Officio Trustee
- \*Mary Body, Ex-Officio Trustee (through May)
- \*Charles Jackels, Ex-Officio Trustee (as of May)

\*Bayview Resident





Bayview  
62+ Nonprofit Life Plan Community  
11 West Aloha Street | Seattle, WA 98119  
206.284.7330  
BayviewSeattle.org

