



ENRICHING LIVES  
EVERY DAY

2021 ANNUAL REPORT



Graceworks  
Lutheran Services



Graceworks  
Lutheran Services

Graceworks Lutheran Services  
6430 Inner Mission Way  
Dayton, OH 45459-7400

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

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## OUR MISSION

In response to Jesus Christ, Graceworks Lutheran Services helps people experience dignity and wholeness in relationship with God, family, and community.

## OUR VISION

Graceworks Lutheran Services will be a leader in offering services and settings that inspire and support a sense of home when people experience challenging and changing circumstances related to aging and living with disabilities.

## OUR SERVICES

### Bethany Village

As one of the Dayton region's largest continuing care retirement communities, Bethany Village offers the full continuum of care to help older adults enjoy life to the fullest.

### Graceworks Enhanced Living

Graceworks Enhanced Living's residential living homes, transitional housing and day programming bring unconditional love, security and community to individuals with intellectual and developmental challenges.

### Graceworks Housing Services

Graceworks Housing Services communities provide well-maintained, affordable housing for older adults with limited income and disabled individuals in a comforting family atmosphere.

### Bethany Village Home Health Care

Graceworks at Home provides personal care services as well as skilled home health services. The skilled home health services were renamed Bethany Village Home Health Care reflecting the same high standard of care and strong reputation of Bethany Village. Both programs are dedicated to supporting older adults' desire to recover at home as well as living safely and independently in their homes.

*Rejoice in hope, be patient  
in tribulation, be constant  
in prayer.*

*Romans 12:1*

## TABLE OF CONTENTS

A Message From Our CEO . . . . .	2
Looking Toward the Future. . . . .	3
Working as a Team, Supporting One Another. . . . .	4
Congregational Partnerships. . . . .	5
Bethany Village. . . . .	6-7
Graceworks Enhanced Living . . . . .	8-9
Graceworks Housing Services. . . . .	10-11
Bethany Village Home Health Care . . . . .	12-13
2021 Financial Snapshot. . . . .	14
Uncompensated Charity Care in 2021. . . . .	15
Graceworks' Community Impact. . . . .	16
Donors . . . . .	17-19
Meet Our Leadership. . . . .	20
Member Congregations . . . . .	21





# A MESSAGE FROM OUR CEO

For us, 2021 was a year of hope. Despite the challenges of a pandemic and workforce trends, our teams continued to enrich the lives of all those we serve and work with every day. I am incredibly proud of our Graceworks team members and how they navigated through 2021. Given the ever changing regulations, guidance, and vaccine mandates, they kept a focus on the quality of life for all the individuals we serve. The Graceworks team did an outstanding job creating stability for our residents and for each other. They were adaptable. They were creative. They were dedicated. They were resilient. They demonstrated time and again our commitment to Faithful Caring.

Faithful Caring expresses the commitment of Graceworks Lutheran Services to bring our brand to life. It represents our competitive advantage, our customer service philosophy, and our organizational culture.

The Graceworks team worked hard to minimize disruptions to our resident's lives. They collaborated with community partners for programming, they engaged technology in new and different ways, sought ways to further our efforts in Memory Care, added new transitional housing in Enhanced Living, and relaunched our skilled home health care program under the Bethany Village name.

As we entered the second year of the pandemic, we recognized the strain on our employees at work and at home. Our management team found meaningful ways of providing encouragement, showing appreciation for extra efforts to cover shifts and assignments, while creating a team environment that was supportive and empathetic as everyone navigated their own personal challenges.

I'm in awe of how our teams have responded by creating solutions to address constantly changing situations. The lessons this year have taught our organization that if we appreciate and support our employees, they in turn are able to provide the stability and deliver the best possible experience and care for our residents.



## *We fulfill our commitment to Faithful Caring when we:*

- *Intentionally show compassion to others*
- *Demonstrate expertise in our work*
- *Go beyond what is expected because it fulfills a need*
- *Lead balanced lives so we can help others achieve stability*
- *Keep our commitments no matter the challenges*

# LOOKING TOWARD THE FUTURE

Over the last year, the Graceworks Leadership Team and Board of Directors have been working on a long-range strategic plan. The aim of the strategic plan is to continue to grow our position as the values-based provider of choice for older adults and individuals with intellectual and physical disabilities. We recognize the market is changing and we are looking at ways technology, programming, living options, and financial effectiveness can continue to evolve the Graceworks mission.

Based on the work of this team, we have identified three strategic areas of focus – organizational growth opportunities, innovative workforce approaches supporting us as an employer of choice, and creating the support necessary to help achieve our long-term goals.

As good stewards of the resources entrusted to us, and the goal of enriching the lives of our residents and patients, our aim is to plan for and take advantage of new opportunities to further our mission. Given the pandemic challenges of the last two years, we are looking forward and taking action to address the changes in the market and the emerging needs of our current and future residents, clients, and staff.

*“Love without hope will not survive. Love without faith changes nothing. Love gives power to hope and faith.”  
Toba Beta*







## WORKING AS A TEAM, SUPPORTING ONE ANOTHER

### Caring for and lifting the spirits of our team members

Over the last year, we saw the Graceworks team's tenacity and perseverance in navigating the ever changing demands of the pandemic. The dedication we witnessed from our staff toward our residents and co-workers was heartwarming and reminded us that our value of Faithful Caring is the important thread that guides all of us as servant leaders. Graceworks employees have excelled in so many ways. We saw co-workers volunteering to take extra shifts, managers adjusting schedules when daycare centers closed, the constant vigilance of infection control, and managing resident and family expectations. We recognize the strain this puts on our employees and their families as we call them to be the stable force for the individuals we serve.

Faithful Caring this year was more than a philosophy. It became a constant reminder that we needed to care for one another if we were to continue to deliver the quality of care and programming for which Graceworks is known.

This year challenged our organization to pivot quickly to find innovative ways to recognize and reward employees. Through shift flexibility, shift incentives, wage increases, rewards and recognition, we

continued to support and retain our dedicated staff. We are proud of our co-workers, administrators, and managers who found creative ways to cheer and lift up team members. Morale boosters like ice cream treats, meals, and providing gift card rewards were important. Bethany managers introduced new training for nurse aides to support their growth. Enhanced Living launched Graceworks University to train and certify Direct Support Professionals (DSPs) with added pay incentives for each certification level. To cover staffing challenges, many of our employees cross-trained to be able to offer support and coverage where needed.

Our compassion for our residents and each other during a tough year, and continuing to show appreciation and support, has allowed Graceworks to maintain a stable workforce over the last three years, outperforming our industry. Maintaining a skilled workforce during these challenging times is a testament to Graceworks' Faithful Caring culture.

Covid has touched all of our lives, including losing family and friends. We recognize the challenge continues which gives us motivation to continue to find and encourage creative and caring ways to uplift each other with grace, understanding, and support.

## CONGREGATIONAL PARTNERSHIPS

Graceworks Lutheran Services has a long history of collaborating with congregational churches. Rather than duplicate efforts, we connected with congregations doing great things in the community, and partnered alongside them with volunteers and opportunities for service. As a result of these relationships, congregations have connected with our Enhanced Living homes and Graceworks Housing Services communities to provide support, programming, and fellowship.

Recent partnerships with Member Congregations include working with Zion Lutheran Church in Hamilton to prepare meals to feed those who are homeless or in need of a meal. Another opportunity was packing and sorting supplies at Peace Evangelical Lutheran Church in Beavercreek for their Camp Noah community outreach program.

We experienced stronger connections through congregational outreach particularly with our Graceworks Housing Services communities. Good Shepard Lutheran Church and their youth built a relationship with the St. Marks Community, sharing special holiday memories and learning about the life history of residents. First Lutheran Church in Bellefontaine has long supported the spiritual and physical needs of low-income residents at the Luther Community with meals, faith sharing, and hymn singing.

The work we do with congregations is dictated not just by need, but to respond with care and compassion. Our congregational partnerships connect us with a common vision of building relationships and serving our community.







## BETHANY VILLAGE

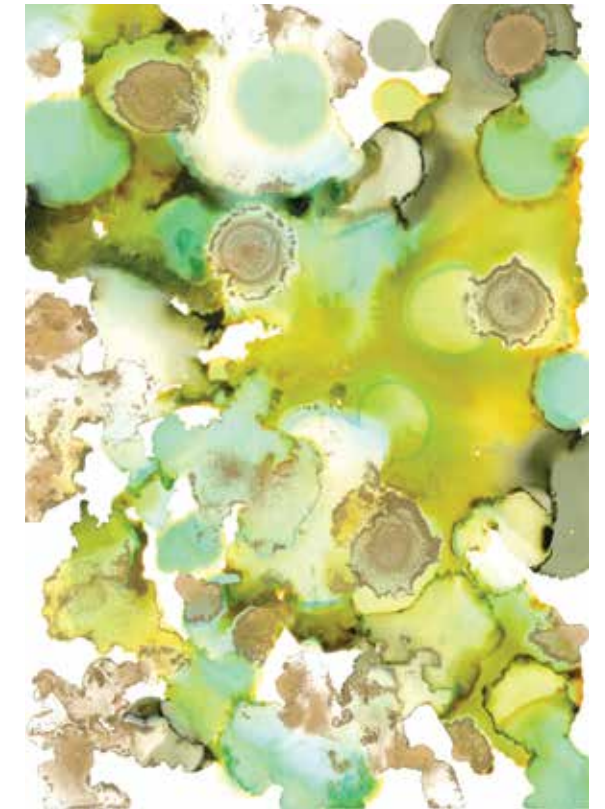
After more than 75 years of providing support and care for seniors, Bethany Village knows the needs of seniors and are experts in caring for those living with dementia. Our team is passionate about educating staff and creating meaningful programming for older adults with memory challenges. By having both assisted living and skilled-care memory support programs, we are able to offer specialized care for all stages of Alzheimer's disease and dementia. Our programs are intentionally designed to extend the independence of residents based on their capabilities. Staff receives specialized memory support training and strive to make strong connections with residents and their families to develop customized programs using the latest therapies that keep them fully engaged.

One innovative program helping residents remain engaged is our Opening Minds through Art (OMA) program. Developed by Miami University and supported by the Scripps Foundation, OMA uses art therapy as a means for self-expression and engagement. Memory Support residents are able to focus on art as a task allowing them to communicate their feelings without having to think through how to verbalize what they want to create. Through vibrant colors, bold lines, and multiple media, residents create artwork that speaks to them and can be enjoyed and treasured by family and friends.

*"I may forget a few things, but I can remember how much I enjoy art. I don't think I could do the art I once did, but it's nice to be able to try new things and see what I can do." – Anne B.*

This year, Graceworks' Christmas card featured art from one of our memory support residents, Bonnie Webster. Bonnie came to our memory support community a vibrant and engaged resident. She was eager to take part in activities but hesitated joining the OMA program because she did not see herself as an artist. Our Life Enrichment team felt she would be a good addition and encouraged her to join in with her newfound friends. Initially, Bonnie thought art had to be something literal like a person or a plant, but soon embraced the idea of more abstract art. As Bonnie progressed in the program, her art became more layered and intricate, winning her art pieces ten spots in the annual OMA art auction, where all of her pieces sold quickly.

Seeing residents like Bonnie thrive through innovative programs like OMA motivates our team. The Memory Support team continues to investigate and adopt new training certifications and innovative programs and technology to further support residents with memory challenges.





A large, close-up portrait of a man with short brown hair and a slight smile, wearing a dark blue polo shirt. This image occupies the left side of the page.

## GRACEWORKS ENHANCED LIVING

Graceworks' commitment to supporting adults with developmental and intellectual disabilities continues to be a core part of our mission. Our values of dignity and wholeness of life call us to support individuals going through challenging and changing circumstances. In Dayton this year, Graceworks Enhanced Living began serving individuals in need of emergency transitional housing in Dayton. When we became aware of the opportunity to extend our mission and support more adults with intellectual disabilities, we embraced the role.

While the home-like atmosphere is similar to our other Enhanced Living homes, this location is specifically designed to be a temporary supportive environment until a more permanent home is found. Such was the case for Joseph who had been living at home with his mom when she was involved in a car accident. His mom ultimately required a



move to a nursing home, and Joseph unexpectedly found himself homeless and needing to find stability and a supportive home immediately. After a few months in transitional housing, Joseph moved into one of our Enhanced Living homes with three other gentlemen. The Graceworks Enhanced Living team knew the transition would be difficult since he was still struggling with the loss of his family home and being separated from his mom. With the compassionate support of an experienced and caring staff, Joseph has thrived. The companionship of his housemates helped Joseph find the confidence he needed to take a job, and regularly join “guy’s nights” festivities too.

What a blessing to see the difference gentle teaching, faithful caring, compassion, and patience can make in the lives of Joseph and others working through loss and an unexpected transition.







## GRACEWORKS HOUSING SERVICES

Graceworks Housing Services provides affordable housing for seniors in three states. Per the HUD (Housing and Urban Development) housing rent regulations, rent cannot be used for resident events and social activities. Graceworks' commitment to Faithful Caring means we strive to provide more than the minimum. Graceworks Housing Services empowers teams to be creative in developing resident programming in our 18 housing communities.

Creativity is Messiah Community's Service Coordinator, Lisa Ebert's gift. Service coordinators must be both creative and resourceful to source programs and funding for resident events. In Lisa's case, she identified a grant opportunity with Champaign County's Mental Health, Drug and Alcohol Service Board. Working with our Development Director and grants team, Lisa secured a \$3,000 grant to launch a series of events.

With the grant, Messiah Community was able to bring in events the residents had voted on as most appealing. Top of the list was a fun art project where multiple residents

*"It means a lot to me to live here in a safe place. I'm glad I found these ladies. I was pretty lonely before but now I have a lot of friends."*  
— Barbra B.

could participate. The team connected with a local artist to create a lunch and paint program. Although creativity was the goal, the activity sparked conversations and socialization that was sorely missed during the recent lockdowns. Since the class, more of the residents are gathering together and learning more about each other's interests.



Another fun and engaging activity brought in by Lisa was Universal Yums. "A local teacher told me about a subscription box program using snacks from around the world as a way of learning about other countries, typical recipes, unusual snacks, and trivia. The program's aim is to take residents on a journey, especially those who have never traveled outside of Ohio," explained Lisa. A direct outcome of the program is that residents were inspired to start cooking again, hosting regular pot luck meals to try each other's favorite family dishes.

This is the difference between meeting the minimum and going the extra mile. These events have helped create a greater sense of community and real friendships. "We want our communities to be more than a residence, we want them to be a home shared by all."







## BETHANY VILLAGE HOME HEALTH CARE

Many home health care companies provide basic skilled home health care but Bethany Village Home Health Care is called to provide more—more support, more grace, more compassion. Our home health care team supports caregivers overwhelmed with changing health needs, providing them with new skills, delivering professional help, and offering honest conversations about changes in health.

This was the case with Vic Barnett and his wife Judy. Both were avid travelers, enjoying many different cities and countries. During one of their trips, Vic began to notice subtle changes in Judy that began to concern him. Over the next few months, Vic actively tracked and charted Judy's changes only to realize her health and memory were declining. Both Vic and Judy had talked about making the move to Bethany Village. After consulting with Judy's doctors, their plans accelerated. Both Vic and Judy were happy when an apartment opened up, allowing them to move in.

*“We decided that moving here was important before my wife’s dementia progressed too far. She was able to socialize and get comfortable with other couples and her surroundings. As her needs increased, I knew I needed help to continue to be a better caregiver.”*  
— Vic B.

As the couple settled in, Vic continued to be the main caregiver. Knowing what Judy preferred he felt his experience would continue to provide the best care. As time went by, Judy's health and memory care needs began to exceed Vic's

abilities. While this was difficult to face, he had the support of the Bethany Village staff and our home health care team. Transitioning to having others care for his wife, Vic began to see that having professional help made him a more effective contributor on his wife's care team. “Having professional help allowed me to not only provide better care for my wife, it also enabled me to find time to care for myself.” With the home care team in place, Vic and his wife were able to maximize their time together as husband and wife rather than Vic having to serve as her primary caregiver.

When Judy's health and memory began to rapidly decline, the home health team was instrumental in working with Vic and our social worker team to move Judy to nursing care, and eventually to bring in Hospice. Vic continues to attribute Judy's longevity, independence and happiness to Bethany Village and the care she received in her final months from our home health care team. Through this experience, Vic started a caregiver's support group of husbands, helping them open up about their fears and frustrations and sharing caregiver tips.

Graceworks understands that we don't just treat conditions, we view residents as whole people who need care for their body, mind, and spirit. We also value our role as educators and supporters of the families who entrust their loved ones to our care.

*“I had a bad fall last year. When I came home, I had a hard time moving, so having therapy in my home was a blessing...they got me back on my feet. They also gave me daily exercises, so I stay strong.”*  
— Maria C.

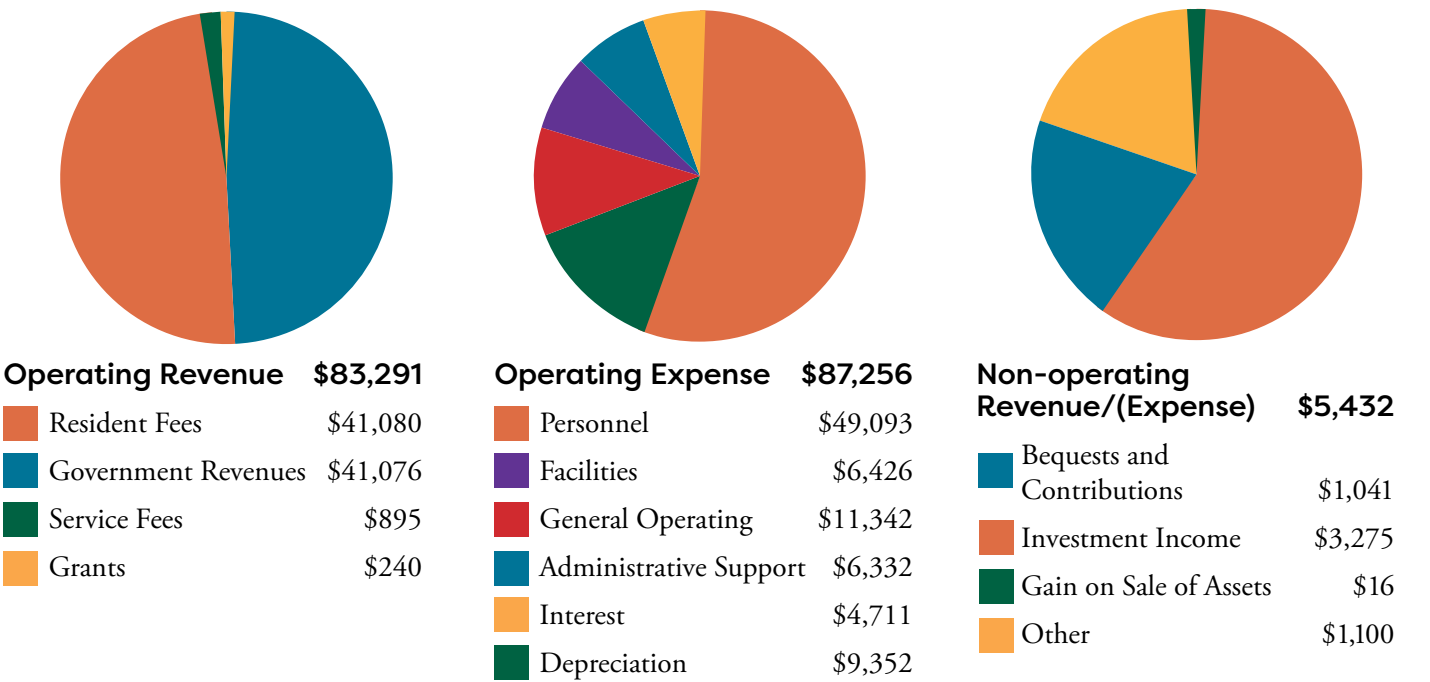




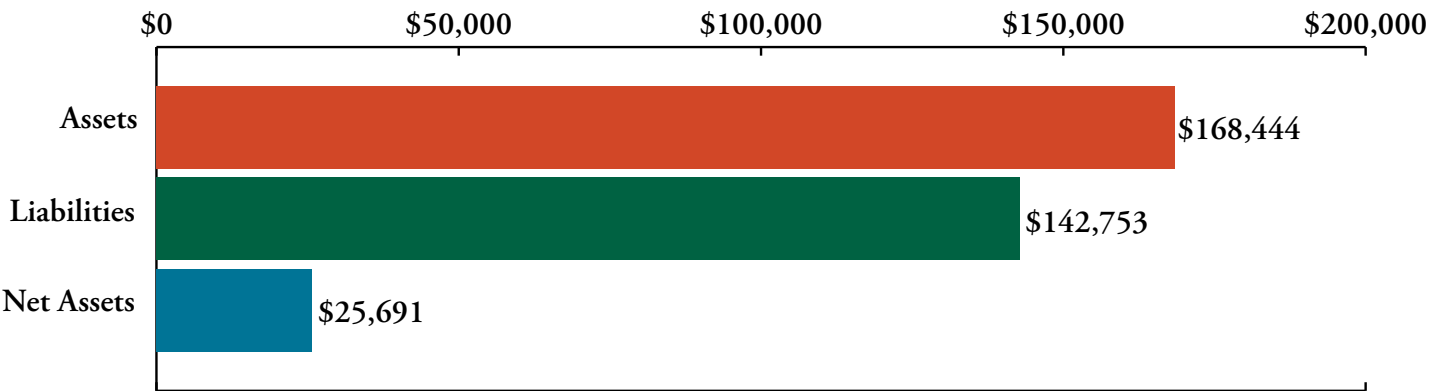
# 2021 FINANCIAL SNAPSHOT

The financial information below is for the 12 months ending December 31, 2021. This financial information is based on unaudited financial data compiled by the staff of Graceworks Lutheran Services. An independent accounting firm completes an audit and prepares detailed financial statements and an independent auditor’s report for the Board of Directors. Copies of the audited financial statements will be available upon request after May 31, 2022.

Financial data relating to Graceworks Lutheran Services has been combined with data of several affiliates including Graceworks Enhanced Living, Graceworks Housing Services entities, Graceworks at Home, and Bethany Commons at Yankee Trace. All numbers are shown in thousands of dollars (\$1,000).



## Balance Sheet

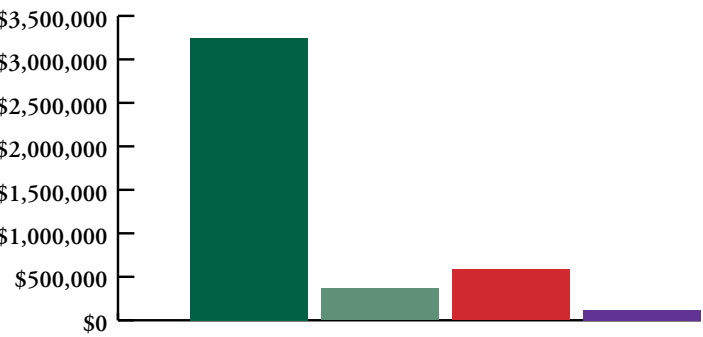


# UNCOMPENSATED CHARITY CARE IN 2021

Every day Graceworks Lutheran Services lives its vision by supporting people who are experiencing challenging or changing circumstances. Helping individuals of all faiths experience dignity and wholeness has been our driving force for over 90 years. Through our residential and home-based services, we provided more than \$4.3 million of uncompensated charity care that was not reimbursed by user fees or government funding.

- Bethany Village Medicaid Provider deficit subsidy Long-term Healthcare**  
\$3,247,150
- Bethany Village Benevolent Care benefits subsidy-Independent Living/Assisted Living**  
\$365,165
- Graceworks Housing Services subsidy**  
\$584,690
- Graceworks at Home personal care program subsidy**  
\$116,799

**Total Uncompensated Charity Care**  
**\$4,313,804**





## GRACEWORKS' COMMUNITY IMPACT



Over 1,800 residents call Graceworks organizations home



Over 2,100 people received skilled and personal care from Bethany Rehab Center and Bethany Village Home Health Care



Graceworks organizations provide employment for 1,175 healthcare, support, and professional service employees in three states



Annual giving, supplemented by targeted grants, increased 74% in support of Graceworks' programs in 2021

## DONORS

### PLANNED GIVING

The Spiral of Life Society honors and thanks those who support the mission and values of Graceworks Lutheran Services by including Graceworks in their estate plans. Through these types of gifts, donors leave a legacy for the future.

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### TRUSTS

Trusts are enduring – they provide annual income to benefit Graceworks Lutheran Services and the individuals we serve.

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Graceworks Lutheran Services extends our gratitude and appreciation for the following donors for their bequests this past year.

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Please visit **Graceworks.org/Donors 2021** to see the complete list  
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Roselyn Harchut  
Gerald & Helen Haun  
Janet Hegwood  
Henry Heinrichs  
Highland Christian Church,  
Maysfield, KY  
The Hileman Family Fund  
Charles Hilgeman  
Lucy Howdeshell  
Martha Johnson  
Dr. Raymond+ & Betty+  
Johnson  
Leslie Jones  
Tawana Jones  
Thomas & Kathleen Kahle  
Hazel Keeley  
Bobby & Carol Kelly  
Patricia Kerth  
John & Mary Kmet  
Emil & Jean Kmetec  
Shawn Krumm  
Carol Lancaster  
Elizabeth Lawson+  
Sue Love  
Kevyn & Janice Mach  
Janice Malson  
Marilyn & Dale+ Mayhew  
Myrtle Merry  
Jesse & Barbara Miller  
Nina Millner  
Rev. & Mrs. John T.  
Mittermaier  
Susan Myers

Lorna and John+ Osborne  
Geraldine Petersen  
Ralph Phillips  
Ralph & Laura+ Pinney  
Channing & Marian+ Posson  
Charles & Margaret Powder  
Lee Proudfoot  
Reddy Electric Company  
Robert & Doris Rehmert  
Lisa Reith  
Donna Richey-Suttles  
Pamela Riley  
Nelson Rismiller  
Patricia Roth  
Darlene Ruetschle  
Shirley Schneider  
Jim & Betty Sears  
Robert & Karen Shaw  
Sonya Shull  
Lorraine Sitko  
Nancy Soloski  
St. Andrew Lutheran Church,  
Farmersville, OH  
St. John Lutheran Church  
Ingomar Women  
St. Paul Lutheran Church,  
Botkins, OH  
Beatrice Sundermeyer  
Rebecca & Howard+ Talbott  
Fleeta Tekamp  
Barbara Thomas  
Trilogy County Hospitals,  
Louisville, KY  
Warren Tripp  
Gerald & Lynda Troy  
Emmoline Turner  
Wells Turner  
Ronald & Barbara Underwood  
Joseph Waldman  
Debra Walters  
Jack & Ann Warner  
Carol Waszkiewicz  
Eugene Weaver  
Marie Weaver  
Ann Wilger  
Phyllis Williams  
Richard & Donna Wolf  
Tod & Dana Wollschlager  
Constance & James+  
Xarhoulacos  
Mary Younger  
Jane Zembaty  
Zion Evangelical Lutheran  
Church, Dayton, OH

+Deceased



# MEET OUR LEADERSHIP

Our Board of Directors and Executive Team are deeply committed to Graceworks Lutheran Services and the communities we nurture, grow, and develop throughout our service areas.



## Administration

- Judy A. Budi,**  
President & CEO
- Michael W. Allen,**  
Vice President, Finance & Facilities
- Dawn L. Barhorst,**  
Vice President, Human Resources
- Jackie A. D'Aurora,**  
Vice President, Marketing & Advancement

## Board of Directors

- Mary G. Adams
- Arthur A. Astbury
- Mark R. Chilson
- Daniel P. Driskell, Provisional Member
- Mark S. Feuer
- Dr. Eric A. High
- Karen M. Hurley
- Tawana S. Jones
- Diane M. Kimpel
- Shawn M. Krumm
- Eugene H. Long
- Rev. John T. Mittermaier
- Kevin S. Nels
- Thomas R. Petrovic
- Teresa A. Quick
- Roland W. Rapp
- Steven R. Sutermeister
- Mari E. Townsend

## Executive Committee

- Thomas R. Petrovic, Board Chair
- Tawana S. Jones, Board Vice Chair
- Dr. Eric A. High, Board Secretary
- Arthur A. Astbury
- Mark R. Chilson
- Mark S. Feuer
- Mari E. Townsend



## Audit & Investment Committee

- Brent Strobel, Chair
- Arthur Astbury
- David Glitsch
- Alan Grodrian
- Stephen Hoffsis
- Kevin Nels
- Thomas Petrovic
- Steven Sutermeister

## Ethics Committee

- Dr. Donald Clark
- Margaret Cothorn
- Lauren Dreshman
- Thomas Kahle
- Diane Kimpel
- Rev. John Mittermaier

- Bonnie Parish
- Robert Reichard
- Diane Welborn

## Executive Compensation Committee

- Dr. Eric High, Chair
- Mary Adams
- Mark Chilson
- Diane Kimpel
- Thomas Petrovic

## Nominating Committee

- Tawana Jones, Chair
- James Anderson
- Debbie Watts Robinson
- David Wickham
- Rev. Charlie Woodward

# MEMBER CONGREGATIONS

- Augsburg Lutheran Church, Cincinnati, OH
- Epiphany Lutheran Church, Centerville, OH
- Faith Lutheran Church, Dayton, OH
- Good Shepherd Lutheran Church, Cincinnati, OH
- Hope Lutheran Church, Cincinnati, OH
- Lutheran Church of the Resurrection, Cincinnati, OH
- Messiah Lutheran Church, Cincinnati, OH
- New Hope Lutheran Church, Dayton, OH
- Peace Evangelical Lutheran Church, Beavercreek, OH
- Prince of Peace Lutheran Church, Loveland, OH
- St. Jacob Lutheran Church, Anna, OH
- St. John's Lutheran Church, Covington, OH
- St. Matthew Evangelical Lutheran Church, Huber Heights, OH
- St. Paul Lutheran Church (Dog Leg), Dayton, OH
- St. Paul Lutheran Church, Botkins, OH
- Trinity Lutheran Church, Brookville, OH
- Trinity Lutheran Church, Cincinnati (Mt. Healthy), OH
- Triumphant Cross Lutheran Church, Trotwood, OH
- Zion Evangelical Lutheran Church, Dayton, OH
- Zion Lutheran Church, Hamilton, OH

