

The Morrison
Communities

2019 ANNUAL REPORT



Mission Statement:

The Morrison Communities is a caring and compassionate resident-centered organization that extends our charitable commitment to the greater community. We commit to empowering our residents, their loved ones and our staff in achieving their optimal well-being in a quality home-like setting, expressed by mutual respect and trust.



The Morrison Communities Core Values

Quality:

Caring team approach focusing on individualized resident-centered care, delivered with compassion and empathy, enhancing the lives of our residents.

Integrity:

Always doing the right thing. Respecting residents and staff. Working towards a common goal to ensure the dignity and needs of residents are put first.

Sense of Ownership:

Investing in our work place and culture, as a reflection of ourselves.
Striving for and maintaining a 5-Star reputation.

Service:

Exceeding expectations while meeting the changing needs of our community.



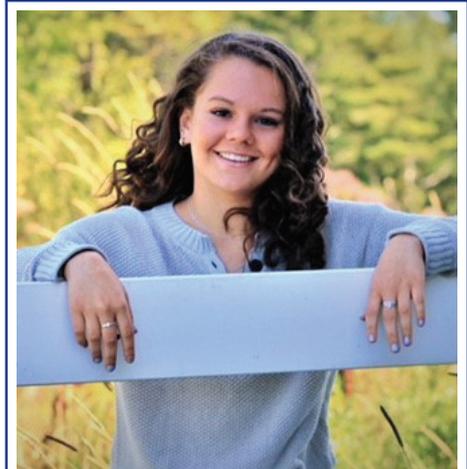
**Louie DeGray, RN, DNS,
Director of Nursing**

"Reflecting on my career at Morrison, beginning in 2013 as a per diem LPN floor nurse to my appointment as Director of Nursing in 2016 to the present, I'm grateful for the exceptional staff I'm privileged to work with, our wonderful residents and their families, and for all of the mentors who have offered encouragement and advice over the years."



**Marsha Dickerman,
Volunteer
Bethlehem, NH**

"A lifelong love of singing and a love of working with older individuals led me to share my musical abilities with the residents. I have a heart for these people. They are so much fun, so witty and clever. I try to arrange and pick songs that mean something or will cheer them up and make the day worthwhile. We're like a family, hashing over the good old days. It's really selfish. I get a lot more out of it than I give. They are precious people."



**Maddy Crane, Age 15
White Mountains Regional
High School Sophomore**

"I chose to start my recovery at The Morrison following my Ulnar Nerve Transposition to correct the pain in my elbow, because of the reputable staff. I was privileged to work with two of the finest therapists, receiving impeccable care and I made progress quicker than anticipated. Less than three months after my surgery I was fully cleared to return to athletics and my normal routine. I am thankful for the positive experience The Morrison provided and would highly recommend their outpatient therapy."

The History of The Morrison Communities



1903

Dr. George Harvey Morrison and his wife Mae are affectionately remembered as skilled professionals and philanthropists, who held the well-being of their fellow citizens close to their hearts. Their devotion to the medical profession and to the community led them to establish the Morrison Hospital, as well as the Training School for Nurses in Whitefield.



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Over the past 100+ years
The Morrison Communities
has expanded and now
is able to offer the
following services:

Independent Living
Assisted Living
Memory Care
Skilled Nursing Services
Long- & Short-Term Care
Respite Care
Occupational Therapy
Physical Therapy
Speech and Language Pathology
Outpatient Rehabilitation Services



Dear Community Friends:

My service on the Board of Trustees began in December 2015 just as construction plans for the Summit project were being finalized. I soon came to understand the magnitude of the project in terms of size and scale, its cost in terms of money and time, and the overall financial commitment that would be required to bring the project to completion.

Once I got my head around the market studies, financial projections, and decreases in Medicare and Medicaid reimbursement compared to the escalating costs of running the organization, the vision made sense. It was a bold move, but we were taking our future into our own hands and strengthening the organization's ability to be self-sustaining while providing additional and affordable senior living options in the North Country.

The two campuses are inextricably linked in terms of residents, services, staff and finances. This linkage allows us to provide a continuum of care for our seniors so that they are able to age in place and stay in the region they love. We appreciate and are keenly aware of the long-term strategic planning and frugal savings of previous boards and management to position the organization for this new undertaking. That is how the Board of Trustees was able to take on the significant risk of the Summit project and in the process we became something bigger — we became The Morrison Communities.

We are especially proud of our staff and the quality of service they provide. We employ just over 175 North Country residents and offer competitive wages, health insurance and retirement planning.

Over the next few years, dementia training and education will be an area of focus and growth for The Morrison Communities. With dementia-related diseases on the rise nationally, we are committed to being a regional leader in dementia care. In order to equip our staff, in 2019 we launched a mandatory training program for every employee. With the success of that program we expanded to offer a free Community Dementia Education Program that will continue to be offered for family caregivers and interested community members.

We value the wider community and have always dedicated efforts for paying it forward through numerous community collaborations, free activities and events and educational opportunities.

The past few years have seen unprecedented growth and numerous opportunities to invest in the health and well-being of our community. As we head into 2020, we are confident that we are positioned to meet the region's senior health care challenges head-on under the leadership of the Board of Trustees, through the exceptional care offered our residents by our excellent administrators and staff, and with the support of the community.

Sincerely,

Brian Fogg

Brian Fogg
Chair, Board of Trustees

1929

Dr. George Morrison donates the hospital to the town.



1976

The Morrison Hospital transitions to a nursing home, boasting 57 skilled nursing beds.

1994

The Morrison Nursing Home evolves into a modern, state-of-the-art facility. Assisted living rooms are added on the 2nd and 3rd floors and Sartwell Place ready for 24 new residents.

A Legacy of Giving Back

Dr. George Morrison was committed to making the community he lived in a better place by providing modern health care for local residents and later donating the hospital he founded to the town. One hundred and sixteen years later, The Morrison Communities is proud to continue his legacy. In addition to providing an exceptional quality of life for our residents, The Morrison Communities values and is committed to serving the people and communities of the region. Throughout 2019, we sponsored a variety of free programs, supported local organizations, provided scholarships and educational opportunities and shared our facilities as community gathering spots. Some of the ways in which we contributed to the health and well-being of our North Country neighbors by giving back to the community include:

COMMUNITY RESOURCES

(Free & Public is Invited)

- Dementia Education (5-part Series offered in Spring & Fall)
- Senior Resources Fair
- Downsizing Specialist
- Weekly Better Bones & Balance Exercise Classes
- Weekly Tai Chi Exercise Classes
- Voter Registration Session
- Squam Lakes Science Center Presentation
- Afternoon Movie
- Poetry Reading

FREE KID-FRIENDLY EVENTS

- Ice Cream Social at Whitefield Home Day
- Trick or Treat Halloween Event
- Summit's Birthday Party Celebration

FUNDRAISERS

(Organized by staff & held on both campuses to support these local organizations)

- Whitefield Elementary School's Backpacks for Kids
- Riverside Animal Rescue Fundraiser
- Food Pantry Fundraiser
- Adopt a Family
- Alzheimer's Association

MEETING SPACE AVAILABLE

(We welcome local groups to use our meeting space when needed at no charge)

- NH Center for Nonprofits
- Whitefield Library Trustees Meeting
- Whitefield Teacher Retirement Party
- Crane & Bell QuickBooks Classes
- Northern Human Services
- Ammonoosuc Conservation Trust Meeting
- SAU 36 Systems of Care Meetings
 - ~ Community Management
 - ~ Special Education Administrators
 - ~ Family & Systems Together
- Relay for Life
- Whitefield Historical Society

DIRECT DONATION FROM THE MORRISON COMMUNITIES

- To Town of Whitefield for Sidewalks

HEALTH EDUCATION

- Nursing Scholarships (2)
- Intern Programs

2019 Financials

INCOME

Net Patient Revenue.....	\$9,485,900
Uncompensated Health Services...	(\$1,289,050)
Donation Income	\$89,880
Other Income.....	\$166,670

EXPENSES

Salaries & Wages.....	\$5,625,020
Supplies & Other.....	\$2,634,500
Other Community Services.....	\$73,000
Debt Payment & Interest	\$873,000
Capital Asset Purchases	\$366,340

Providing a Continuum of Care

The Morrison Communities employs approximately **175 people; 48% are licensed nursing staff.** Our two campuses are situated about a mile apart: the Morrison Skilled Nursing Facility and Sartwell Place Assisted Living at 6 Terrace Street and the new Summit by Morrison, at 56 Summit Drive, just off Route 116. With two campuses and a dedicated staff, we provide our residents with a continuum of care that allows seniors to safely age in place.

Our services include Independent Living, Assisted Living, Memory Care, Skilled Nursing Services, Long- and Short-Term Care, Respite Care, Occupational Therapy, Physical Therapy, Speech and Language Pathology, and Outpatient Rehabilitation Services. For more information and to schedule a tour, please contact us at (603) 837-3640.

2010

Dana Rehabilitation Wing opens providing a dedicated space for short-term and long-term stay patients to recover from strokes, heart attacks, hip & knee replacements, back injuries and other medical procedures.



2012

The Morrison Board & administration invest an enormous amount of time considering senior housing needs and the area's severe shortages, and then assume great risk when they decide to become the developers of a senior housing complex. Their bold action changes the opportunities available in our region.



2015

Outpatient Rehabilitation and Wellness Center opens with a broad array of therapists to assist patients in achieving their goals of health and fitness so they can resume their regular activities following surgery or other medical event.



Residents enjoy lunch at Polly's Pancake Parlor in Sugar Hill, NH.



Residents and staff participated in the 2019 Northeast Kingdom Walk to End Alzheimer's.

A BIG THANK YOU!

Gifts to The Morrison Communities help make our senior living community and our region stronger. The following individuals, businesses and organizations made generous donations* to us. Many thanks to all our donors.

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*Includes donations received through the end of our fiscal year, September 30, 2019.



2016

The Morrison completes an extensive business plan and pursues financing for an innovative senior living community. The first-ever USDA Rural Development loan, supporting the creation of independent senior living units, is granted to Summit by Morrison. \$24.4 million is secured to underwrite design and construction costs. Construction begins in November 2016. The decision to undertake the development of this new community is an example of The Morrison's leadership to ensure our region has exceptional and varied senior living and health care options.



Caring Staff Made All the Difference in Quality of Life for Marilyn Macdonald

At The Morrison, Marilyn's third floor room in the Assisted Living wing soon became the go-to place. "We had decorated it similar to her home in Maine, and everyone wanted to visit," says Doreen. "She made friends right away. Her personality drew them in."

Marilyn's initial impression of the staff at Sartwell Place—welcoming, respectful and caring — that helped seal the deal for her in choosing it as her next home proved accurate. "They cared for her over and above in making sure she was happy," says Doreen. "They would get her special things to eat, and helped her maintain her presentation with her jewelry on, hair done, always well dressed. My husband and I are raising a grandson and the staff would let him run up and down the halls. They loved him. They never limited our time with her. All of these things were so important to her, and to us."

During her time living in Sartwell, Marilyn began to decline physically and mentally. Fortunately, Summit by Morrison was being built. When it was completed, Doreen and Barry took Marilyn there for a tour and worked with staff to find the right room in the Memory Care Community where she would be most comfortable, be able to socialize and, most importantly, be safe.

"Even with moving from one environment to another, she quickly became comfortable with the staff and residents," Doreen recalls. "There were new people to meet, along with some of the Morrison staff who had moved to Summit. And the staff was terrific. They would spend hours listening to her stories. One staff member told me, 'You know, I'd listen to her stories and I wish I had known her during those years.' It was not just that they were attentive. They formed relationships with her. The staff fostered that. They helped her maintain her identity."

As Marilyn's physical condition continued to decline, the staff wanted to send her to the hospital whenever she mentioned bellyaches and chest pains, but that was not something that she wanted. "We were able to talk to the staff about Marilyn's wishes," says Doreen. "She wanted to be comfortable and not go to the hospital. They were open to listening to us and following her wishes, although it was hard for them to let go and not do something."

The day after celebrating her 90th birthday with a party planned almost entirely by the staff, Marilyn stopped eating and drinking and complained that her belly was uncomfortable.

Six years previously, Marilyn had told Doreen, "When I'm done, I'll tell you." Now she looked at Doreen and said, "I'm done now."

"She used those exact words and looked me in the eye," Doreen says. "I thought with her dementia she'd forget, but from that day

Marilyn Macdonald had a zest for life. The former librarian and library volunteer was an avid walker well into her 80s and often stopped to talk with friends, neighbors — and even strangers — during her perambulations near her home in Kennebunk, Maine.

Marilyn's smile and warm personality continued as her hallmark when she moved to Sartwell Place Assisted Living at The Morrison where she made her home for just over three years, and later at Summit by Morrison where she lived in the Memory Care Community for five months before passing away there on March 25, 2019 at the age of 90.

Marilyn made a huge impression on the staff at both facilities, and equally important, the staff made an enormous difference in her life and the life of her son and daughter-in-law, Barry and Doreen Brado of Dalton.

"They were absolutely wonderful," says Doreen. "As soon as she went through the door at Sartwell Place for the tour, the interactions of the staff won her over. It's an older building, but she chose The Morrison for assisted living over a more modern facility because of the people."

2018

Summit by Morrison opens with 33 independent living apartments, 14 cottages, 24 assisted living apartments, and 12 memory care studios. Summit is much more than a senior living community; essentially it is a new neighborhood in Whitefield investing in the future of the region. While locally there are many subsidized independent units for the elderly, access is limited by an income cap. Conversely, "down south" there are retirement communities that require prohibitively large entrance fees. Summit offers new and local self-pay senior housing with a modest community entrance fee. Summit established a Resident Support Fund to provide a specific number of discounted rate units for residents from our primary catchment area in northern New Hampshire and Vermont. In the future, these charitable funds will also be used as emergency bridge dollars to assist residents who encounter financial difficulties.



*“It was not just that they were attentive.
They formed relationships with her. The staff fostered that.
They helped her maintain her identity.”*

on, she wouldn't eat or drink. The staff tried to cajole her, but I finally said don't make her feel bad.”

Marilyn's desire to spend her final days in familiar surroundings and not a nursing home or hospital led to her becoming Summit's first Hospice patient. “We talked to the staff about it and after thinking it over they accepted the challenge,” says Doreen. “They were willing to go out on a limb and do something that wasn't planned for the memory unit.”

North Country Home Health & Hospice was called in to provide Hospice care in conjunction with the Summit Memory Care staff, and Doreen, a nurse practitioner, offered suggestions as well. Barry, who had missed the death of his father and brother, wanted to be there for his mother, and with Summit's blessing he took up residence in her room and was able to share these last days with her, an experience that might not have been possible in another environment.

When one of the maintenance men learned that Doreen and Barry were sleeping on air mattresses they had brought in, he went home and came back with two fold out cots with mattresses that had been in his garage so they would be more comfortable.

That was just one example of the staff's amazing caretaking during Marilyn's final days. “No matter how novice they were, the staff was willing to learn more to help keep mom there,” Doreen remembers. “They respected us and took care of us. They would sit with mom so we could get a meal, they would entertain our grandson, and they would help us take breaks so we could take care of business. They just did so many things for us.”

On March 25, Marilyn passed away peacefully, just the way she wanted, with relaxing music playing and her family around her.

Marilyn had planned her service, but those plans were for a memorial in Kennebunk, where she had outlived most of the people she would have wanted to attend. A new plan was needed, and once more, staff stepped in and offered to hold the memorial service at Summit.

“They were having a hard time, too, with Marilyn's passing as they had come to know and love her so well and wanted to know even more about her early life,” says Doreen. “They offered space, set it up, provided snacks and coffee, beautiful decorations, chairs, and transportation for her friends from Sartwell to attend. And members of the staff got up and talked about her.”

Doreen and Barry sifted through family photos and created a slide presentation they called “Marilyn's Journey” that gave glimpses of her girlhood in Moose River, Maine. The stories and photos and

time spent in remembering Marilyn provided comfort to both the family and staff.

The care that Marilyn received, at both Sartwell and Summit by Morrison, was exceptional, says Doreen. “It was the people who made the difference — the staff, their commitment, the connections we all made. This is what makes The Morrison Communities such a special place. Marilyn could feel this right away when we first visited, and this told me what we could expect down the path.”

“She was treated with respect,” says Barry. “They went above and beyond.”



Residents enjoying a fall foliage outing.



2019

Our community becomes The Morrison Communities, providing a continuum of safe and high-quality care for individuals as they age. “As our two campuses are inextricably connected, both financially and through the services provided, the Board of Trustees agreed that a new name linking the two would best describe our senior living community,” said Brian Fogg, President of the Board of Trustees. “Although our name has changed, our commitment to our residents, staff and community has not, and as The Morrison Communities we look forward to another 100+ years of serving our region's seniors.”

The Morrison Communities

6 Terrace Street, Whitefield, NH 03598

Morrison Skilled Nursing Facility
Sartwell Place Assisted Living
Summit by Morrison (New Senior Community)

*Providing a continuum of
care for your senior years.*

(603) 837-3640
themorrisoncommunities.org

The Morrison Communities is a nonprofit 501(c)(3) charitable community that has been providing quality healthcare to residents of New Hampshire's North Country since 1903.



Residents always enjoy a visit from Stable Connections, a local horse farm that provides equine therapy.

New Dementia Care Approach Trains Staff & Family Caregivers

The Reality: Currently, every 65 seconds someone in the United States develops Alzheimer's Disease and one in three seniors dies with Alzheimer's or another dementia.

A New Approach: In 2019, The Morrison Communities initiated an invaluable dementia care training program designed as a practical and comprehensive approach to Alzheimer's understanding and care. The innovative program, sponsored by the Alzheimer's Association, Massachusetts/New Hampshire Chapter, trains the trainers, who in turn share easy-to-use methods/tools with staff and others responsible for the care of individuals living with dementia.

All Staff to be Trained: From the beginning, we decided to include all staff in the dementia education program because every person interacts on a regular basis with our residents. By the end of the year, 94 percent of staff had completed the training provided by our Dementia Education team.

Community Members Included: We realized, too, that families would benefit from the training and the two sessions of our "Community Dementia Education Series" were so well received that we will offer the free program again in 2020 in both spring and fall sessions. All members of the public are welcome.

Learn More: Anyone who would like more information about the series or about the Memory Caregivers support group can call Mary Bates, MS, CT: Memory Care Community Director/Social Services Director at The Morrison Communities at (603) 837-3513.

"Full disclosure....I took the class so my husband, who's had dementia for almost 17 years, could spend time getting acclimated to the memory unit at Summit. I thought I knew it all when it came to taking care of him. Wrong, wrong, wrong! The instructor, Mary Bates, was wonderful, knowledgeable, kind, upbeat and sincere. The course content was current and presented in a manner easily understandable for caregivers. I am so grateful for all I learned and for the help it's been for me. "

—Mary Ellen Carmen

"I am the primary caregiver for my husband who has Alzheimer's. This Dementia Education Program was detailed, comprehensive and well presented. Each session included opportunity for discussion, of which there was plenty. This discussion indicates a serious need for ongoing education and support for dementia type illnesses in the North Country. The Morrison Communities offered a beginning."

—Carol Wharton