



# CedarCommunity

*Serving seniors and their families since 1953.*

**Our impact on the community and beyond**



*“Cedar Community has a long and proud history of quality care, innovative services and community involvement. The positive impact of their organization can be felt throughout the West Bend area. We look forward to continuing our relationship for years to come.”*

*Kraig Sadownikow, Mayor, City of West Bend*



**Our mission:**

*Cedar Community is a faith-based organization dedicated to creating relationships, services and environments that enhance the lives of individuals we serve.*

**Cedar Community served approximately 6,877 people through:**

- **817** skilled nursing facility and subacute rehab admissions
- **563** independent living residents
- **4,375** Cedar Valley guests
- **621** Cedar Home Health, Hospice and Pathfinders patients
- **271** Assisted living and memory care residents
- **230** Cedar Community outpatient therapies

Cedar Community provided meaningful employment for **750** individuals with a payroll of \$20,759,336, much of which employees spent in this area

Cedar Community spending in Sheboygan and Washington County totaled **\$1,784,593** million

Cedar Community residents, staff and board members volunteer an estimated **37,500** hours

Cedar Community provided more than **480** students with clinical classroom space

Cedar Community donated **1,200** pounds to the Full Shelf Food Pantry

Cedar Community recycled more than **153.8** tons of recyclable material

## The not-for-profit difference

*“The role of the not-for-profit is nothing less than to change lives.”*

*Peter Drucker, author and a leading management consultant*

As a not-for-profit provider, quality, not earnings, is the standard by which Cedar Community is judged. In a for-profit environment, administrators and caregivers are pressured to increase the ‘bottom line’ for owners, investors or shareholders. When the priority is profit, cost-cutting in overhead, supplies, services, staffing and ultimately, quality, inevitably occur – and the consumer suffers.

At Cedar Community, any net proceeds from operations are reinvested for the benefit of our patients, residents and the community at large by improving the physical environment and services or expanding our outreach.

- Based in West Bend, Wis., Cedar Community is the nation’s 89th largest not-for-profit, continuum of care provider.
- Governed by a local, volunteer board of directors.
- No shareholders or stockholders.
- One of the **largest employers** in Washington County, with a large base of professionals dedicated and trained to provide housing, services and health care to seniors.
- A **long-term commitment** to Washington County, and making a significant investment in the lives of seniors residing in Sheboygan County.
- Dedicated to a role as a **community leader and catalyst** toward serving seniors.
- Cedar Community management provides **local, state and national leadership** in interests that affect seniors.

“Over the years, Cedar Community’s services to the larger community have grown along with its size. Many of the things Cedar Community does today are through the generous attitude and community spirit of its 1100+ residents, 750+ employees and dedicated volunteer board of directors, all committed to the not-for-profit mission.

“The true test of a not-for-profit serving a community is to ask, “Would Cedar Community be missed if it didn’t exist? Does Cedar Community make a difference in the lives of its residents, employees, their families and the community at large?”

We share with you the following Community Benefit Report demonstrating the resources we’ve committed to improving and enhancing the lives of others.

We thank the people we serve for the opportunities we’ve been given to support and continue our mission.



Dale Pauls  
President, Board of Directors



Steve Jaberg  
CEO

**The following organizations were supported by Cedar Community and/or its employees and residents through leadership, volunteer time, facility space or financial support.**

|   |  |  |
|---|--|--|
| Alcohol and Abuse Center                | Lion's Club West Bend                    | Volunteer Center of Washington County    |
| Alzheimer's Association                 | Marion College, Fond du Lac              | Volunteer experiences for area           |
| Alzheimer's Foundation                  | Milwaukee Area Technical College         | church youth groups                      |
| American Cancer Society                 | Montessori – Kindergarten,               | Walk to End Alzheimer's                  |
| American Heart Association              | 1st and 2nd grade                        | Washington County 4-H                    |
| American Heart Association Heart        | Montessori 4th & 5th grade               | Washington County Aging                  |
| Walk sponsor                            | Moraine Park Technical College           | Concerns Network                         |
| American Red Cross                      | Museum of Wisconsin Art                  | Washington County Caregivers Support     |
| Arthritis Foundation                    | Music recitals                           | Washington County Economic               |
| Arthritis Walk sponsor/host             | Orphan Grain Train                       | Development Health Committee             |
| Autistic Children Mother's Group        | Our Saviors Lutheran Church Youth Choir  | Washington County Historical Society     |
| Badger Middle School Discussion Program | Peace Church, Kewaskum                   | Washington County Humane Society         |
| Badger Middle School Pen Pal Program    | Peace Seekers                            | Washington County Injury                 |
| Bark for Life                           | Pets Helping People                      | Prevention Coalition                     |
| Beacon House                            | Plymouth Chamber of Commerce             | Washington County YMCA                   |
| Blood Center of Wisconsin               | Plymouth School District                 | Day Care Program                         |
| Boy Scouts                              | Richfield Lioness                        | Washington County Youth                  |
| Camera Clique Club                      | Sally Ride Teacher Education Program     | Restitution Program                      |
| Cedar Valley Animal Sanctuary Program   | Salvation Army                           | Waukesha County Technical College        |
| Citizen Advocacy of Washington County   | Scouting experiences (boys & girls)      | West Bend Beautification Committee       |
| City of West Bend (polling station      | Senior Day Services of West Bend         | West Bend Chamber of Commerce            |
| for district 8)                         | Sheboygan Area Chamber of Commerce       | West Bend Dance Club                     |
| Coalition of Wisconsin Aging Groups     | Silverbrook Middle School Adopt a        | West Bend High School Art Club           |
| Concordia University                    | Grandparent Program & Career Day         | West Bend High School Key Club           |
| Easter Seals                            | Slinger High School Vocal Jazz group     | West Bend High School Project Graduation |
| Elkhart Lake Chamber of Commerce        | Slinger School District Career Day       | West Bend Lion's Club                    |
| Elkhart Lake Fireman's Fund             | Special Olympics                         | West Bend Lioness                        |
| Elkhart Lake Women's Study Club         | Spotlight Productions                    | West Bend Morning & Noon Kiwanis         |
| Elkhart Lake/Glenbeulah School Dist.    | St. Frances Cabrini Catholic Church      | West Bend Morning & Noon Rotary          |
| Fifth Avenue United Methodist Church    | St. John's Bringing Generations Together | West Bend Noon Rotary Club –             |
| Friends of Abused Families              | (grades 1-8)                             | “Enchantment In ” e Park”                |
| Full Shelf Food Pantry                  | St. Joseph's Convent, Campbellsport      | West Bend Peace Camp                     |
| Good Shepherd Lutheran Church           | St. Joseph's Hospital Pediatric Dept.    | West Bend School District                |
| Goodwill Industries                     | St. Luke's Lutheran Church               | Science Department                       |
| Habitat for Humanity                    | St Mary's, Barton                        | Wheels for the World                     |
| Hartford Senior Friends                 | St. Paul's Evangelical Lutheran Church   | Wisconsin Association of Homes           |
| Heritage House                          | St. ” omas Aquinas Church, Elkhart Lake  | and Services for the Aging               |
| HIS Players (a home school group)       | St. Vincent de Paul                      | Wisconsin Nicaragua Project              |
| Immanuel United Church of Christ        | Summer camps for youth                   | Wisconsin Retired Educators              |
| Interfaith Caregivers                   | ” e ” reshold                            | Ye Olde School                           |
| James E. Albrecht Free Clinic           | ” rivent Financial for Lutherans         | YMCA Kettle Moraine                      |
| Kettle Moraine Lutheran High School     | Town of West Bend                        |  |
| Music Program                           | United Way of Washington County          |  |
| Kettle Moraine Symphony                 | (campaign wrap-up & awards breakfast;    |  |
| Kewaskum High School Key Club           | volunteer leadership)                    |  |
| Kiel Chamber of Commerce                | UW-Eau Claire                            |  |
| Kohlsville Fire Department              | UW-Madison, Pharmacy                     |  |
| Lakeland College                        | Internship Program                       |  |
| Lakeshore Production, Random Lake       | UW-Washington County                     |  |
| Lawrence University, Appleton           | UW-Milwaukee                             |  |
| LeadingAge, Wisconsin                   | Ventures in People                       |  |

*“The very fabric of our community has been enriched thanks to the ongoing contributions of Cedar Community and its residents.”*

*Craig Farrell,  
Executive Director of West Bend  
Chamber of Commerce*

## Intergenerational programming

### Ye Olde School

Cedar Community's intergenerational programs provide young people and older adults an opportunity to develop an appreciation of the past and a better understanding of today. At Cedar Community's one-room schoolhouse, Ye Olde School, children from nine counties including Washington, Ozaukee, Milwaukee, Dodge, Fond du Lac, Waukesha, Sheboygan, Dane and Winnebago experience what it was like to attend school in the 1920s. Last year, 135 Ye Olde School programs were held, serving over 3,025 students. Unique to the program is an opportunity for participants to hear stories of the past from older adult volunteers. Several of the volunteers are Cedar Community's own residents. Twelve adult volunteers shared over 275 hours of personal experiences and stories with students who attended Ye Olde School.

"I loved the trip to Ye Olde School. I loved the part where you had someone come up and wear the dunce cap! It was really fun. I hope I can come again someday," said Julia.

"Thank you so much for teaching my classmates and me about a one-room schoolhouse. I liked using the pen and ink. My favorite part was learning about what the punishment was like," said Amanda.

"We had such a fabulous time at Ye Olde School. We can't thank you enough for providing such an enriching experience for our children. They love it and learned a great deal," said Priscilla from New World Montessori.

*A Ye Olde School student shares her experience.*

### Heritage House

Heritage House is an 1865 restored farmhouse of Cedar Community's original benefactor, William Koehl. Heritage House hosts a number of public open houses throughout the year. Visitors can relive history enjoying many of the artifacts in the home, from a pump organ to a butter churn and crank telephone. Ye Olde School participants also enjoy a bit of history, touring the home and learning about the "old-fashioned" lifestyle. Thirteen volunteers shared 346 hours at Heritage House staying events and sharing their own stories of fetching water, weaving fabric, making homemade applesauce and more from days gone by.



Dear Mrs. Z,  
 Thank you so much for teaching my classmates and I about a one room school house. I liked when you taught us how to use a pen and ink, but my favorite part was when you told us what the punishments were and when we played "Have you seen my bird." I want to come again!

### Pastoral Care honors all faiths

Cedar Community’s Pastoral Care Department is committed to helping all residents and their families practice and grow in their faith. Several pastoral care programs and services are available thanks to the generosity of volunteers who serve in various ministry programs including Stephen Ministry, Cedar Chaplains and Abider’s Ministry. Stephen Ministry volunteers require 52 hours of training. Currently 12 volunteers provide one-on-one caring to 14 to 16 residents, one hour per week, resulting in over 728 hours per year. Cedar Chaplains complete a two-year program and 300 hours of training. “irteen volunteer chaplains meet with four to six residents per week, about two hours per week, resulting in over 1,352 hours per year. Cedar Community’s 32 Abider’s Ministers serve hospice patients and their families. In the last year, they served 22 patients and logged 165 hours.

Stephen Minister Sandi Radeztsky was encouraged to join the program and has happily risen to the challenge of helping others. “I have been meeting with my care receiver since mid May and we have already built a budding friendship. I look forward to every visit and always walk out feeling fulfilled and happier. I can’t explain how gratifying it is to walk into her room and see her eyes light up just because I am there to see her – and only her!”

Cedar Community’s Pastoral Care Department also provides Ecumenical, Catholic, Lutheran and Episcopal services as well as Catholic Rosary, Bible study and prayer requests.

### Support groups

Cedar Community offers programs and support for people affected by certain diagnoses. “e groups meet regularly to share common experiences and concerns, providing emotional and moral support for each other. Support groups help people learn coping skills and provide information about the illness or disease. Cedar Community offers the following support groups: Alzheimer’s and Related Dementia, Grief and Bereavement, Coping with Change, Cancer, Low Vision, Multiple Sclerosis, Parkinson’s and Overeaters Anonymous.



Cedar Community’s Memory Walk team

Cedar Community is proud to be a not-for-profit, Christian-based services provider affiliated with the United Church of Christ. All faiths and denominations are welcome and individual spiritual beliefs are honored and supported. “e current breakdown of our residents’ religious affiliations reflects a diverse population similar to our local communities.

**Catholic 39%**

**Lutheran 33%**

**Methodist 7%**

**United Church of Christ 5%**

**Baptist 2%**

**Presbyterian 1%**

**Other 26%**

“Cedar Community’s impact extends beyond its facilities and programs. Our representatives are active in providing time and financial support to many local community organizations. They are a strong collaborator in helping to improve the quality of life in Washington County. United Way of Washington County is proud and appreciative of our partnership.”

Kristin Brandner

Executive Director, United Way of Washington County

### “Green” initiatives at Cedar Community

Since its inception in 1953, Cedar Community has been committed to being good stewards of God’s creation. Our 245-acre Big Cedar Lake campus is highly regarded as an oasis of undeveloped lakefront, where our grounds crew pioneered the concept of establishing natural prairies to reduce labor and lawnmower emissions, as well as preserve native prairie plants.

In the 1990s, ‘green initiatives’ at Cedar Community became more quantifiable, as construction materials and methods incorporated energy efficiency and reduced environmental impact. Cleaning products ... water, electricity and gas usage ... resident activities ... food selection and preparation ... waste disposal and recycling ... gardening and land use ... all are now taken into consideration.

In March 2011, solar panels were installed at Cedar Ridge Apartments. The 156 photovoltaic panels’ estimated annual carbon dioxide offset is 75,021 pounds and its estimated lifetime offset is 1,875,500 pounds – equivalent to not driving a typical car 2,044,000 miles! In October, Cedar Community installed 144 more panels at Cedar Lake Health and Rehabilitation Center. To monitor their real-time effectiveness, visit cedarcommunity.org’s “Green Team” section under About Us. On September 27, 2011 Cedar Community convened its first “Green Team” meeting. This collection of residents and staff share a mission “to encourage lifestyles and habits that promote efficient use of natural resources.” The team focuses on three areas: Corporate Conservation, Individual/Lifestyle Conservation and Education/Promotion.



*left to right (standing): Dave Eigsti, Pat Love, John Love, Nan Myers, Howard Lang, Lynn Rusch, Bill Aicher, Jayne Wick and (sitting) Dorrie Al, Helen Larsen and Mary Stodola. Photo taken by Green Team member Tracey MacGregor.*

To learn more, email [greenteam@cedarcommunity.org](mailto:greenteam@cedarcommunity.org) or call **262.306.2100**.



*Solar panel installation at Cedar Ridge*



*Solar panel installation at Cedar Lake Health and Rehabilitation Center*

*“Cedar Community is a good neighbor in the watersheds that Cedar Lakes Conservation Foundation strives to protect. The shoreline, woods and open space they preserve serves as an example of land stewardship for all to appreciate. The natural habitat around their campuses provides a peaceful setting not only for the residents of Cedar Community, but also for all citizens and wildlife that reside in the overall community.”*

*Je, Kenkel, Executive Director  
Cedar Lakes Conservation Foundation*

## Sandwich Generation

Two trends are closing in on adults age 41-59, especially women: " Their parents are living longer and therefore older and in need of more help. Meanwhile, economic conditions are forcing many older children to remain or return home, some with children of their own. A sentimental return to the Walton-esque multi-generational household? It would be, if most members of this "Sandwich Generation" weren't facing demanding careers and financial stress of their own. Nearly half of all Americans say they believe they should be doing – or should have done – more caregiving for their parents. " The result is stress, guilt, compromised health, strained relationships and lost workforce productivity.

What members of the Sandwich Generation need are fast, reliable resources to address the many challenges of caring for older parents and children. " They need the support and advice of people who have experience with these issues, and who are driven by a mission, rather than self-interest, to help make their lives better.

**They need sandwichgeneration.org.**

In 2011, Cedar Community launched its sixth website to address the community's growing need for information and resources about the care and wellbeing of older loved ones. Visit [sandwichgeneration.org](http://sandwichgeneration.org) to find a variety of links to documents and websites for information and support. " The "Dear Kate" advice blog is an entertaining and helpful forum on specific caregiving matters facilitated by an experienced, licensed geriatric care manager. Check out the featured Caregiver of the Month, honoring those who have dedicated themselves to caring for an older adult loved one. Nominate a caregiver and he or she will be eligible for a \$25 BP gas card! Visitors also can log their experiences in an anonymous survey, which will help with research in identifying additional areas of need and grow the website.

Sandwichgeneration.org is supported by funds from the Cedar Community Foundation and area sponsors.

To learn more about sponsorships or content, call **262.306.4252** or email **[tmacgregor@cedarcommunity.org](mailto:tmacgregor@cedarcommunity.org)**.



*Cedar Community's Relay for Life team generated nearly \$7,000 for cancer research.*

*"I brought my mom to Cedar Community following hip surgery – not an easy decision to make, but absolutely the right one. She received the best possible care, in a warm, home-like environment, where family was always welcome. Words cannot describe my grateful admiration of her caregivers. Her family had her close for the last 18 months of her life and we treasure the happy memories. Cedar Community provided a peace of mind that was priceless. As a community, we are among the most fortunate and I never miss an opportunity to say so!"*

*Mary Beth Wundrock, Community Volunteer*

sandwich



generation

## Fiscal responsibility in 2010-11

Considering the substantial benefits Cedar Community provides both in terms of service and economic impact to southeast Wisconsin, the organization's ability to remain fiscally sound is vital to the future of patients, residents, staff and the community at large.

In the fiscal year ending June 30, 2011, Cedar Community's consolidated balance sheet (corporate and foundation) of our annual WIPFLI audit shows an increase in total net assets of approximately \$2.8 million over the previous fiscal year. While total operations created a \$942,000 corporate loss, it was actually quite an improvement over the \$1.7 million in losses the preceding year. Donations and interest income offset losses so cash flow remains positive and strong. Among the benchmarks used to identify fiscal strength is the Days Cash on Hand, which was 215 days in FY 2011, up from 150 the year preceding and well above the recommended 100 days. Wages and benefits remain the largest corporate expense, at about 60 percent.

Cedar Community's administration and board of directors continue to monitor the effects of inadequate Medicare and Medicaid reimbursements. Last year, Medicaid losses to the Cedar Lake Health and Rehabilitation Center alone totaled approximately \$2.3 million. While the organization continues to identify efficiencies and use resources to their fullest extent, cost savings will not interfere with the high standards of quality care that have become a tradition – and the community's expectation.

As a not-for-profit 501(c) organization, Cedar Community supports full disclosure and transparency in its financial operations. To view the complete Cedar Community Annual Report year-round, visit the website, [cedarcommunity.org](http://cedarcommunity.org) under the "About Us" section.

## Economic benefits to the community

Through its many services, Cedar Community not only provides for the health and happiness of over 1100 residents, it brings dollars into the local economy. In 2008, Cedar Community harnessed resources at the University of Wisconsin – Washington County to develop an Economic Impact Report for Washington and Sheboygan counties.

*"As the largest employer in Washington County, over two thirds of our associates choose to make this their home. Many of them make it their home throughout their work life and retirement so the opportunity that Cedar Community provides for elderly care, be it a loved one or one's own future care, is important to our recruitment and retention."*

*Dale Kent, CFO of West Bend Mutual*



*Cedar Community Woodwork Shop turned 100 blocks of wood into handcrafted pens to send to American service personnel actively deployed overseas.*

The report showed how Cedar Community's many services and divisions provide both inflows and outflows of funds to the community. Inflows include federal and state expenditures (Medicare, Medicaid), private insurance dollars, and personal investment and savings dollars. These monetary injections spark a successive round of spending and respending throughout the local economy. The expanded economic activities made possible by the inflow of these dollars widens and strengthens the economic linkages of business-to-business in the local communities.

Cedar Community employees and contractors benefit the counties' economies by spending a large amount of their derived income in service and supplies, local retail outlets, housing, automobile purchasing and other local entities. These expenditures, in turn, support additional jobs in areas such as housing, construction, restaurants, mechanics, retail, real estate and banking. The 2008 UW-WC study showed expenditures within the Washington and Sheboygan counties, where Cedar Community's divisions are physically located, totaled nearly \$44 million. More than 670 well-paying full-time jobs were created, with 287 more community-based jobs created to support them. Direct, indirect and induced tax revenues to both counties totaled more than \$6.5 million.

To view the complete study, visit [cedarcommunity.org](http://cedarcommunity.org) and click on the "About Us" tab.