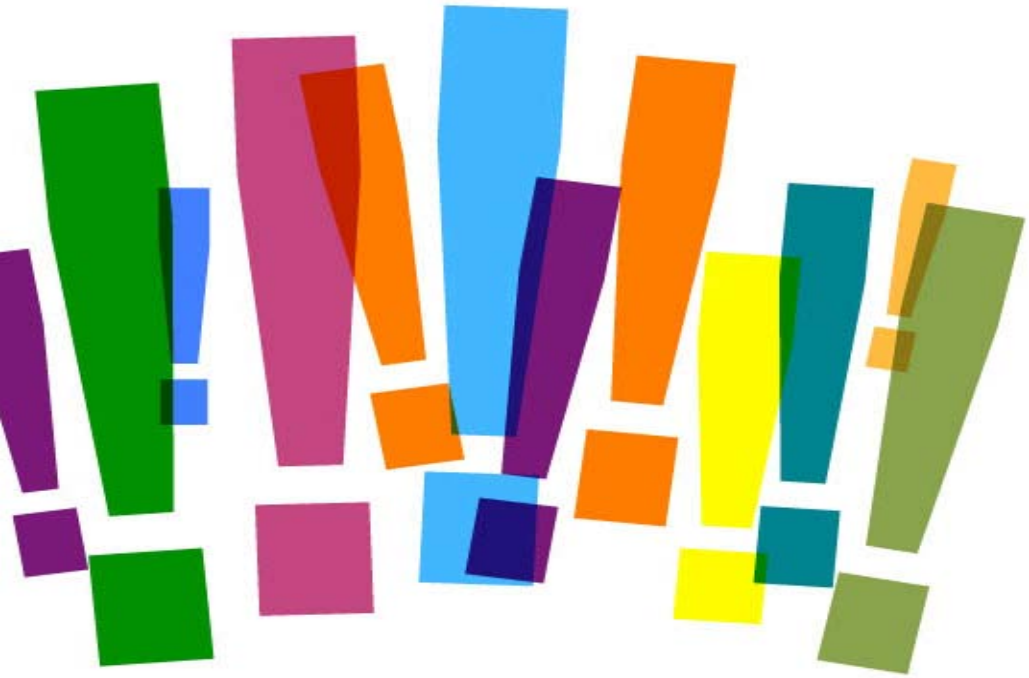
SNJM IMAGINE



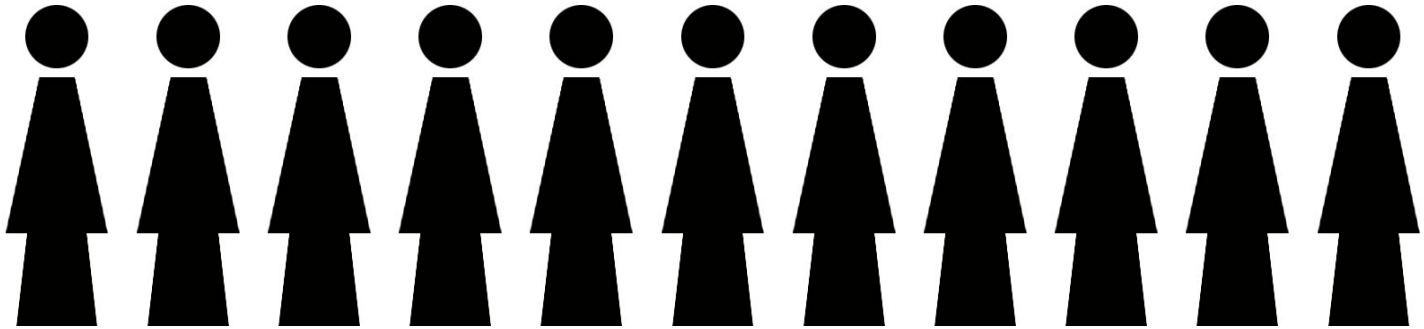
JULY 11, 2010

What is so urgent about imagining holistic living across the lifespan

AS ONE PROVINCE?

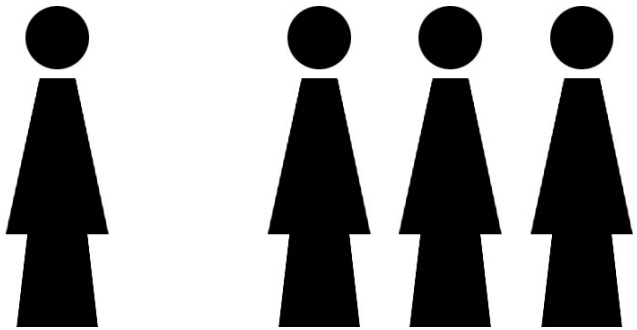
Why is IMAGINE Important?

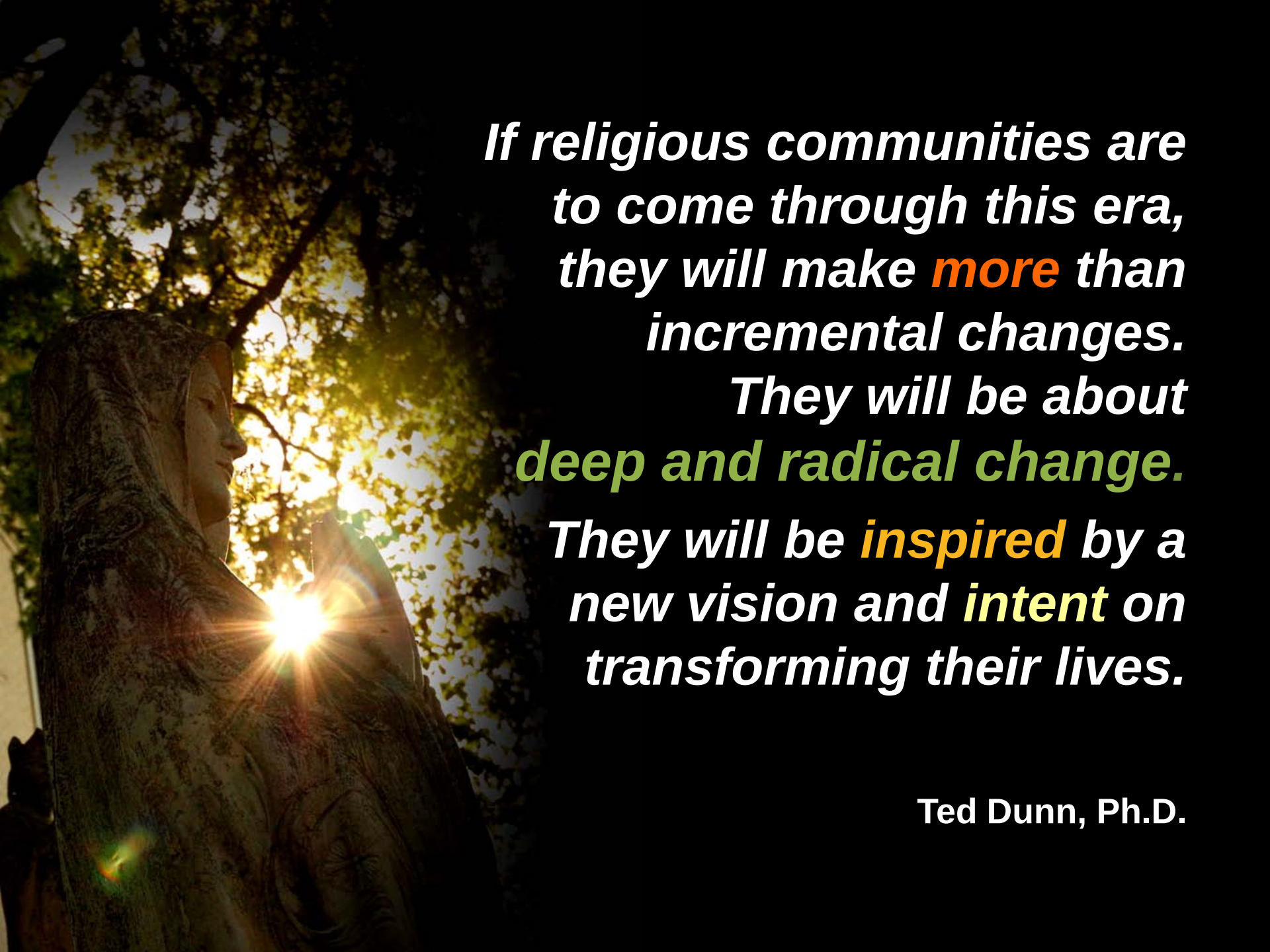
- **Women religious are preparing for their challenging new Realities:**
  - **Diminishing numbers**
  - **Advancing age**
  - **Fewer new members**
  - **Stewarding limited financial resources**



Why is IMAGINE Important?

- **Women religious are preparing for their challenging new Realities:**
  - **Increased tensions between the demands of maintenance and the call to mission**
  - **A smaller pool of willing and able leaders**
  - **And actuarial tables that project a continuation of these trends**




If religious communities are to come through this era, they will make more than incremental changes. They will be about deep and radical change.
They will be inspired by a new vision and intent on transforming their lives.
Ted Dunn, Ph.D.

Do you know the best way to

PREDICT

t h e F U T U R E ?

WHAT IF

we change the CONVERSATION?

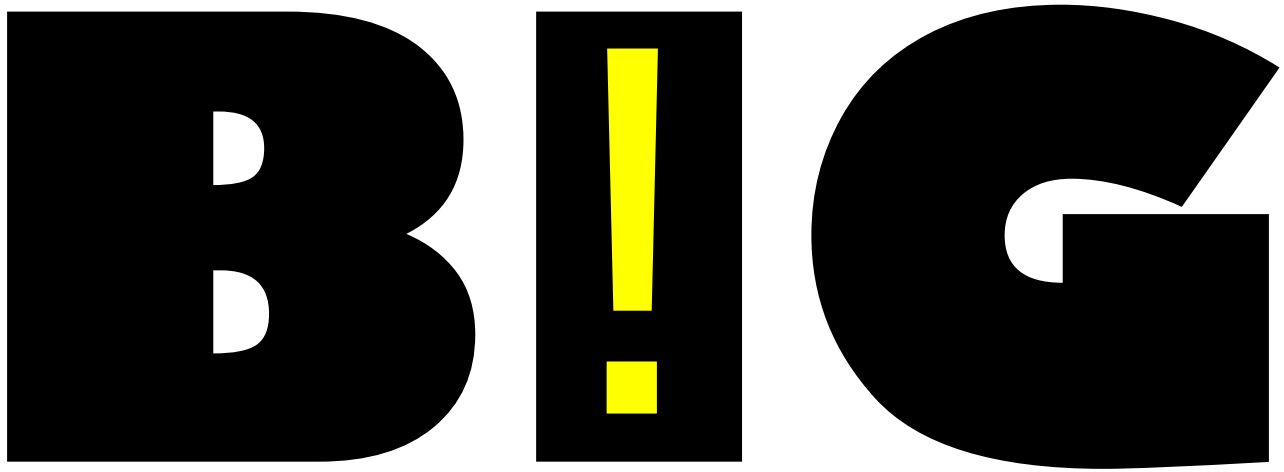
WHAT IF

we look at problems as

OPPORTUNITIES?

DREAM BIG

PROBLEM?...



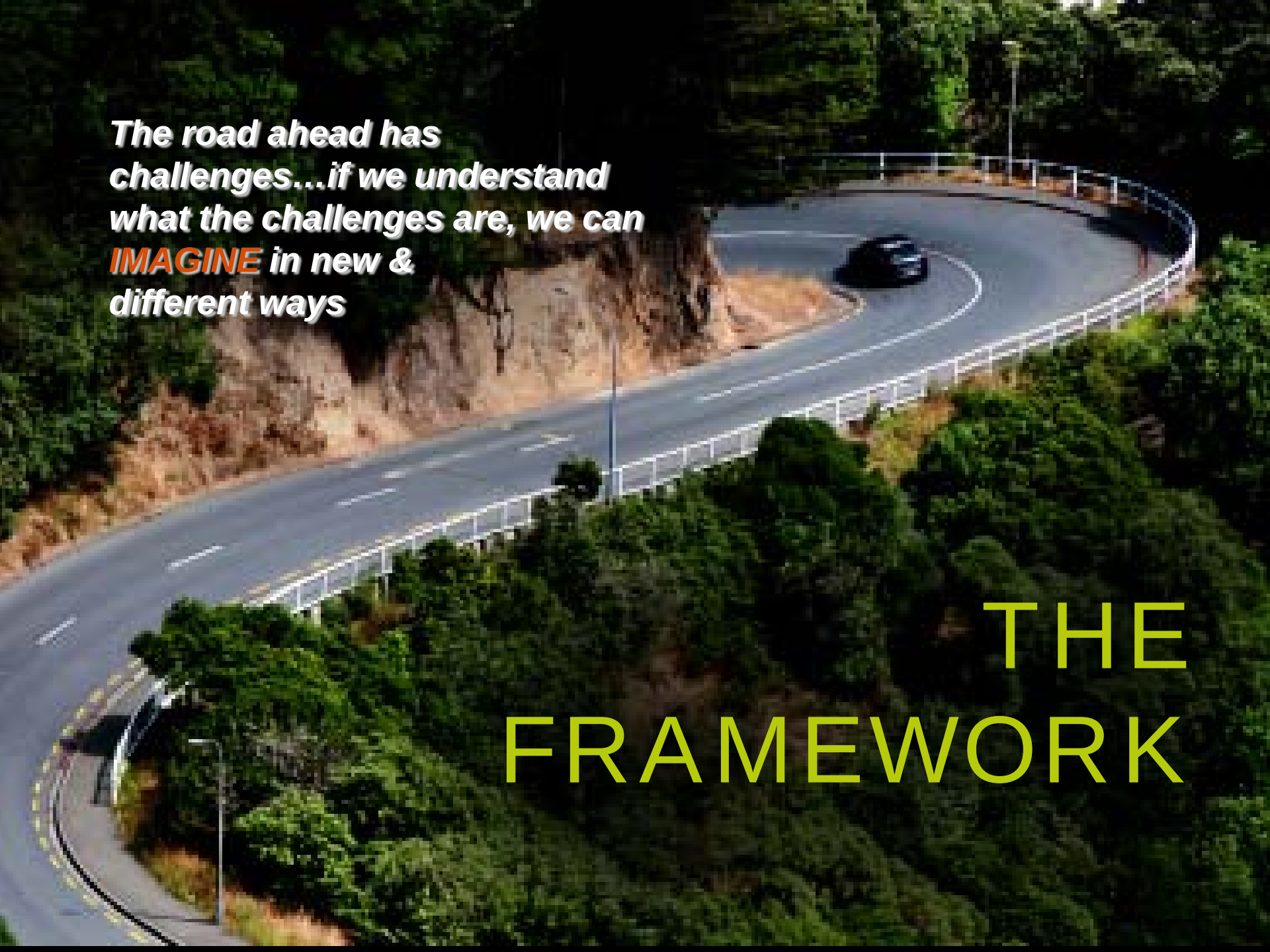
OPPORTUNITY

Changing the Conversation:

CIRCLES

Date	Mission Center	Attendance
February 25	Mississippi	6
March 9 – 10	East Bay/San Francisco	19
March 23 – 25	NE, SE & S. Portland/Marylhurst	63
April 7 – 8	Albany	14
April 17	Seattle	25
April 18 – 19	Spokane/Yakima	40
May 15	Mid-Atlantic	14
May 19	Windsor	14
May 20	Spokane Convent	9
June 14 – 16	Los Gatos/South Bay	57
	Miscellaneous Virtual Circles	8
	TOTAL # OF SISTERS	269

The road ahead has challenges…if we understand what the challenges are, we can IMAGINE in new & different ways


The road ahead has challenges…if we understand what the challenges are, we can IMAGINE in new & different ways
THE FRAMEWORK

...where are we NOW?

- Aging Demographics
- Current Offerings
- Growing needs

U.S.-Ontario Province

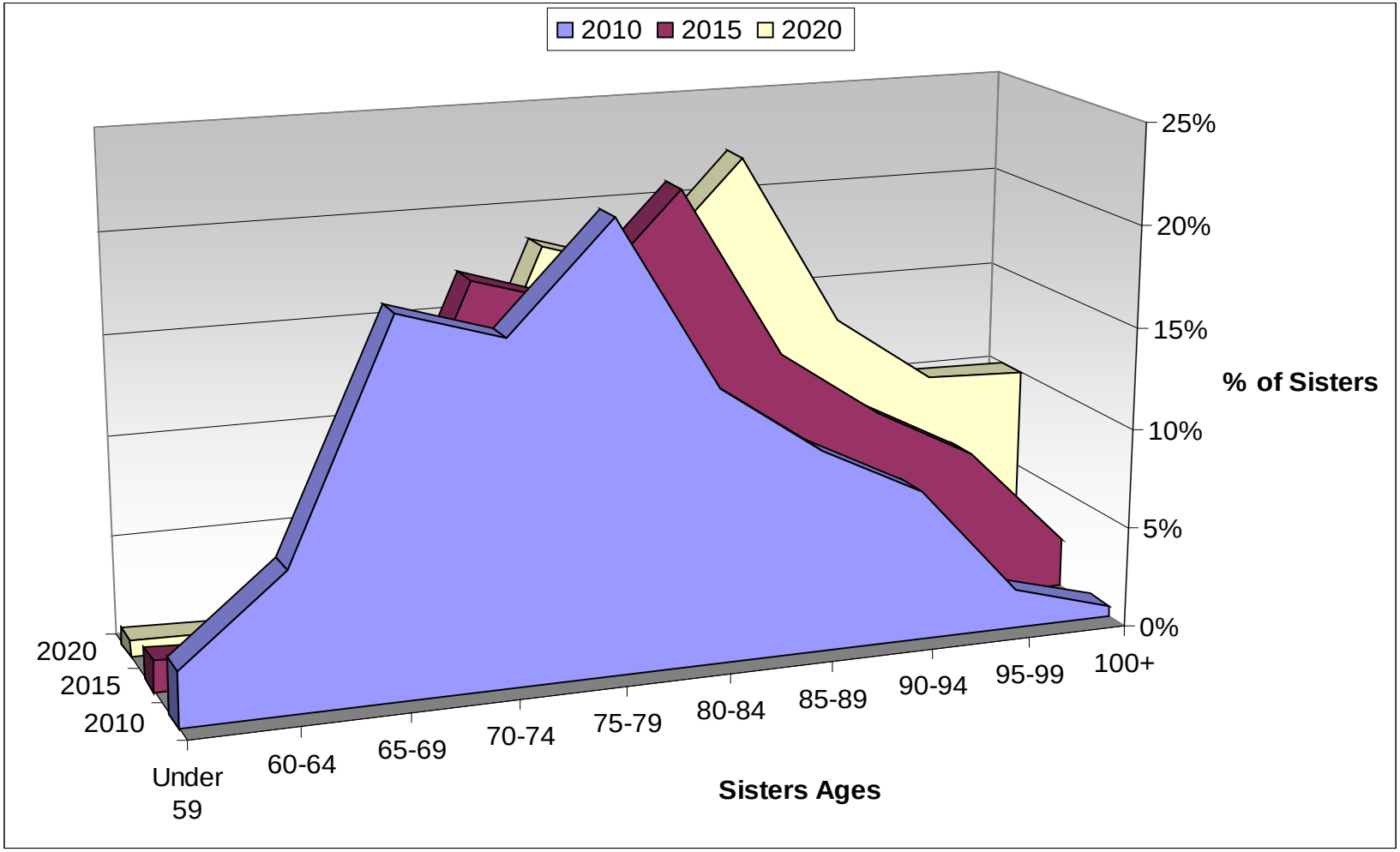
Data provided by SNJM U.S. - ON Province Finance Office

Age Demographics

	< 50	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+	AVG*
Albany	0	0	0	0	5	1	10	4	5	78
East Bay	2	1	2	3	12	8	7	5	3	71
Los Gatos	0	0	0	2	3	5	5	9	22	83
Marylhurst	0	0	0	6	9	8	6	10	25	80
Mid-Atlantic	0	0	1	3	7	9	5	2	1	72
Mississippi	0	0	0	0	2	3	1	0	0	71
NE Portland	1	1	0	3	8	12	13	12	7	75
San Francisco	0	0	0	0	4	6	2	3	1	74
SE Portland	0	0	0	2	4	4	14	2	1	75
Seattle	0	0	2	5	8	8	11	3	5	73
South Bay	0	1	2	4	8	4	12	6	4	74
Southern CA	0	0	0	3	9	4	13	3	3	74
Southern OR	0	0	0	3	3	0	2	0	3	74
Spokane	1	0	0	0	10	9	12	15	25	80
Tampa	0	0	0	1	2	7	8	2	2	75
Windsor	1	1	0	3	4	7	5	2	8	76
Yakima	0	0	0	1	4	1	1	0	0	69

*Data provided by SNJM U.S. - ON Province Finance Office

U.S.-Ontario Province Age Wave



Data provided by SNJM U.S. - ON Province Health & Well-Being Office – Age distribution in the year 2010

Province *TOUR*

Data provided by SNJM U.S. - ON Province Finance Office

U.S./Ontario Administrative Office
Health & Well-Being

Our Team	Position
Kathy Olds, OP	Health & Well Being Administer
Peg Macko, LCSW	Health & Well Being Program Director
Jenny Hampton	Health & Well Being Program Assistant
Judith Mayer	PLT Liaison

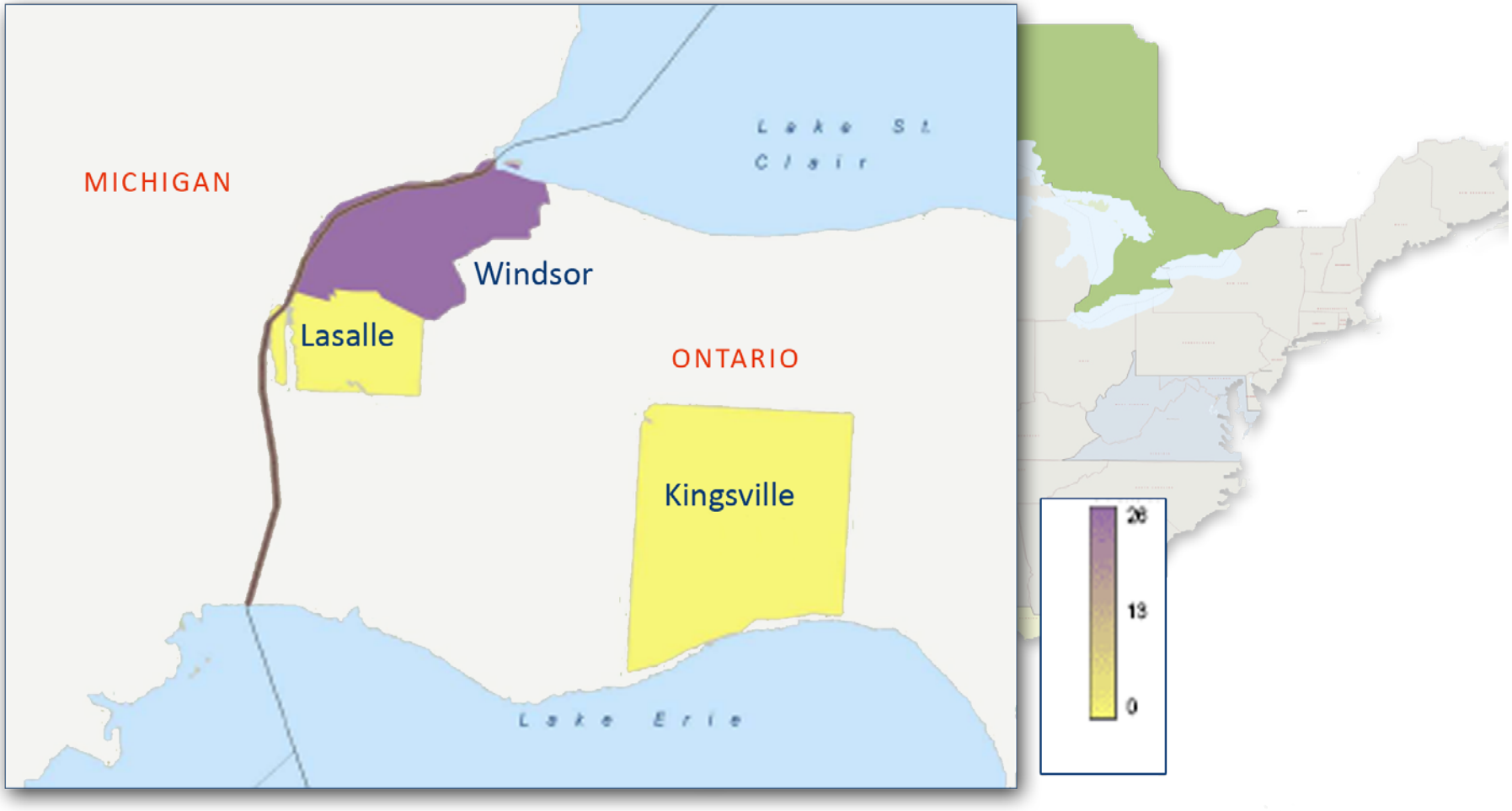
Health & Well-Being

- Personal Health Advocates
  - SNJM Sisters & Associates
- Benefits Coordinators
  - California, Oregon, Washington
  - Other Locations
    - Brenner, McDonagh & Tortolani
- Care Coordinators
  - SNJM Employees
  - Contracted Employees

Health & Well-Being

- Contracted Services
  - Housekeeping
  - Meals
  - Mental Health Services
  - Lifelines
  - Moving Coordinators
  - Transportation
  - In-Home Services

Windsor



Data provided by SNJM U.S. - ON Province Finance Office

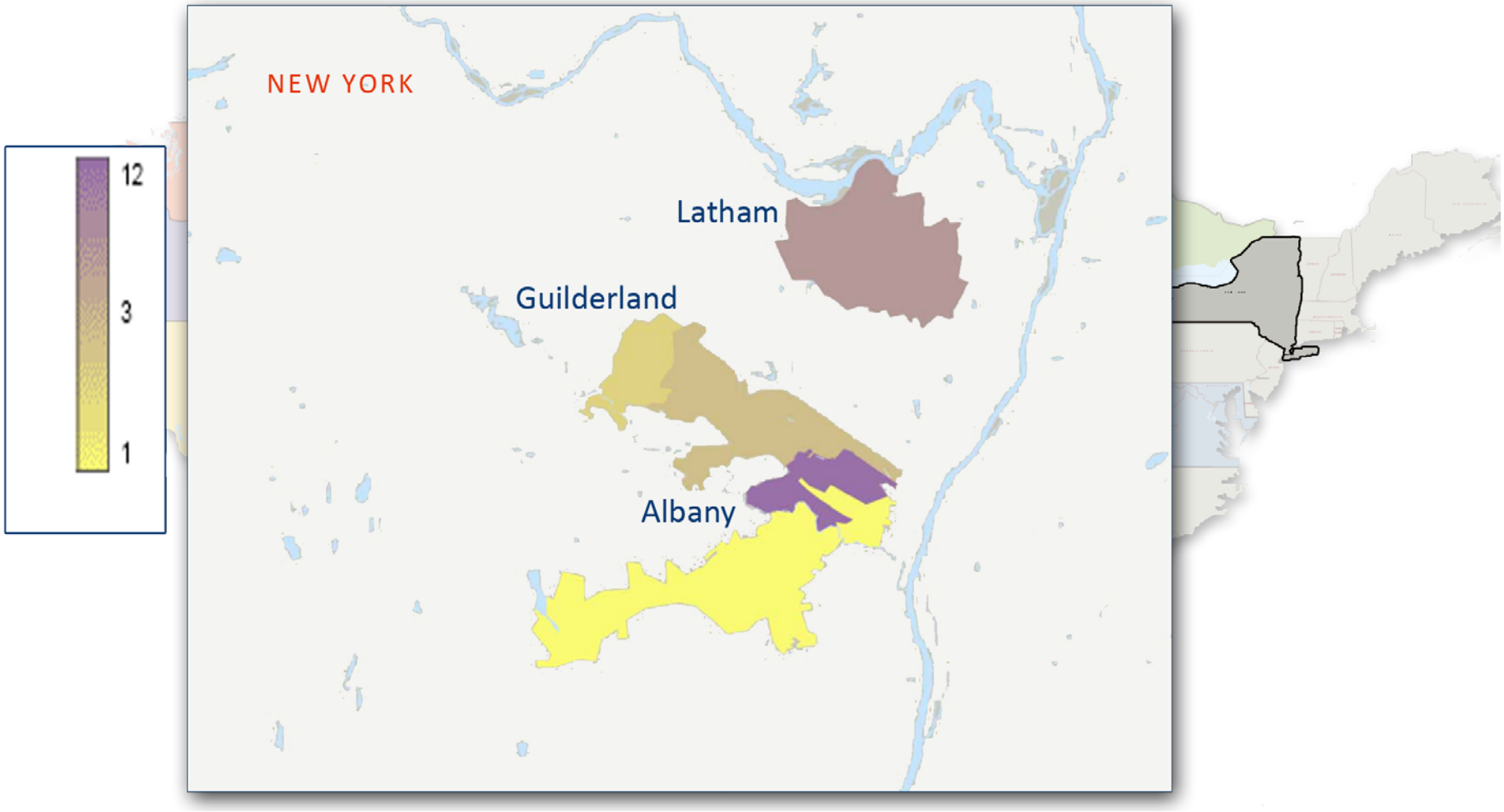
Levels of Care by Location

WINDSOR

Facility	Levels of care						Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	Sub-Acute	HCBS			
Devonshire	X	X	N/A	N/A	N/A		Professional	0	SNJM
Other Services									
Canadian Health System			X			X			
Care Coordination							SNJM 1 Employee		
Benefits Coordination							SNJM		

Data Provided by SNJM Health & Well-Being 5/3/10

Albany



Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

ALBANY

Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
Teresian House Albany	N/A	N/A	X	X	X	Professional Non-Profit	0	Medicare/Medicaid
Our Lady of Mercy Life Center Guilderland	N/A	N/A	X	X	X	Professional Non-Profit	0	Medicare/Medicaid
St. Joseph's Provincial House Latham	**X**	**X**	**X**	N/A	N/A	Women Religious Sisters of St. Joseph of Carondelet	0	SNJM
Mercy Motherhouse Albany	X					Women Religious Sisters of Mercy	0	SNJM
St. Vincent's Apartments Albany	X	N/A	N/A	N/A	N/A	Professional Non-Profit	0	HUD Subsidized & SNJM
Whitehill Court Senior Apartments Albany	X	N/A	N/A	N/A	N/A	Professional Non-Profit	0	HUD Subsidized & SNJM

Data Provided by SNJM Health & Well-Being 5/3/10

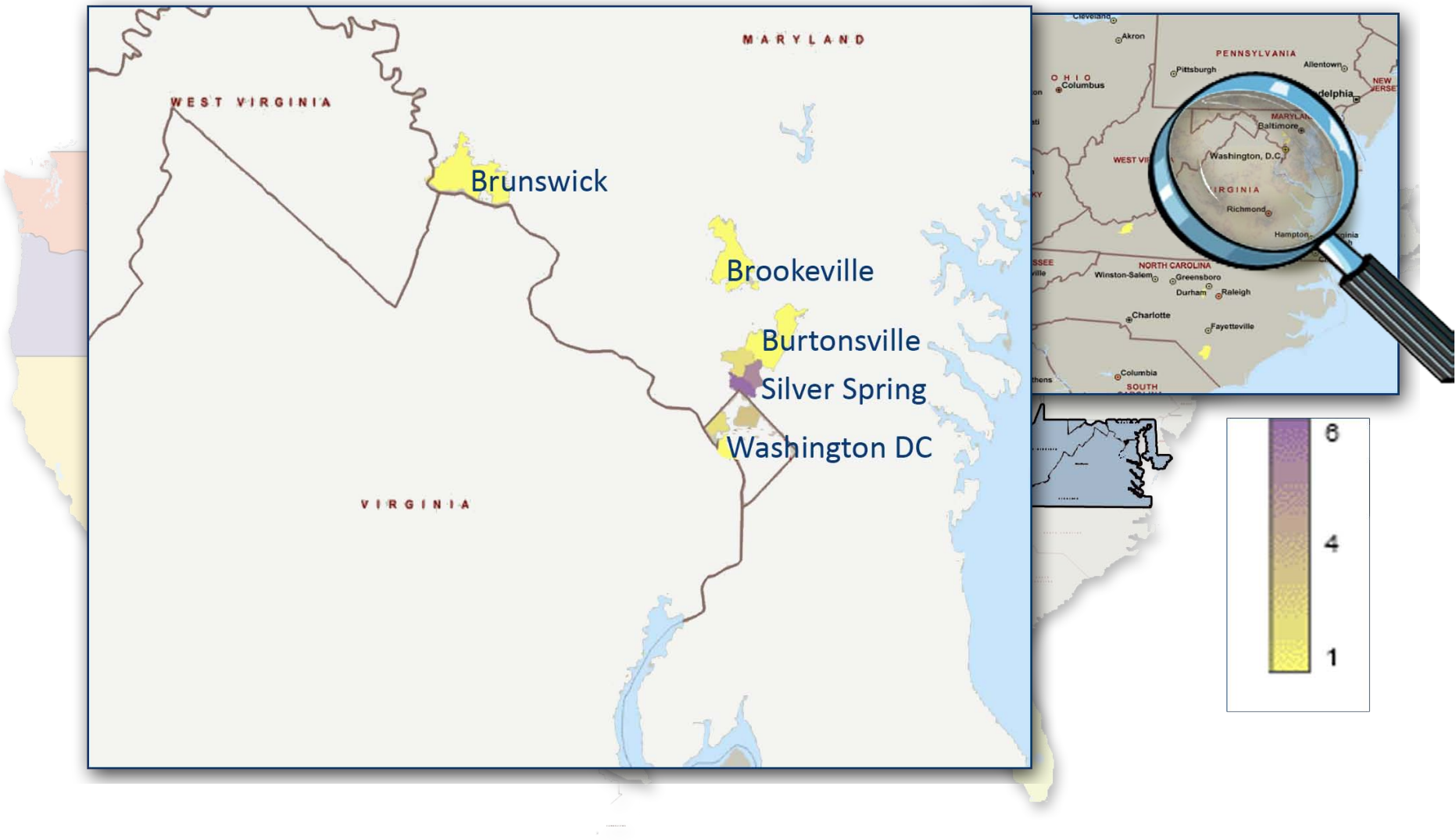
Levels of Care by Location

ALBANY *Continued*

Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
McAuley Residence Albany	N/A	X	N/A	N/A	N/A	Professional Non-Profit	0	Medicare Medicaid
Other Services								
Care Coordination							SNJM 1 Part-Time Employee	
Benefits Coordination						Brenner, McDonagh & Tortolani, Inc.		

Data Provided by SNJM Health & Well-Being 5/3/10

Mid-Atlantic



Data provided by SNJM U.S. - ON Province Finance Office

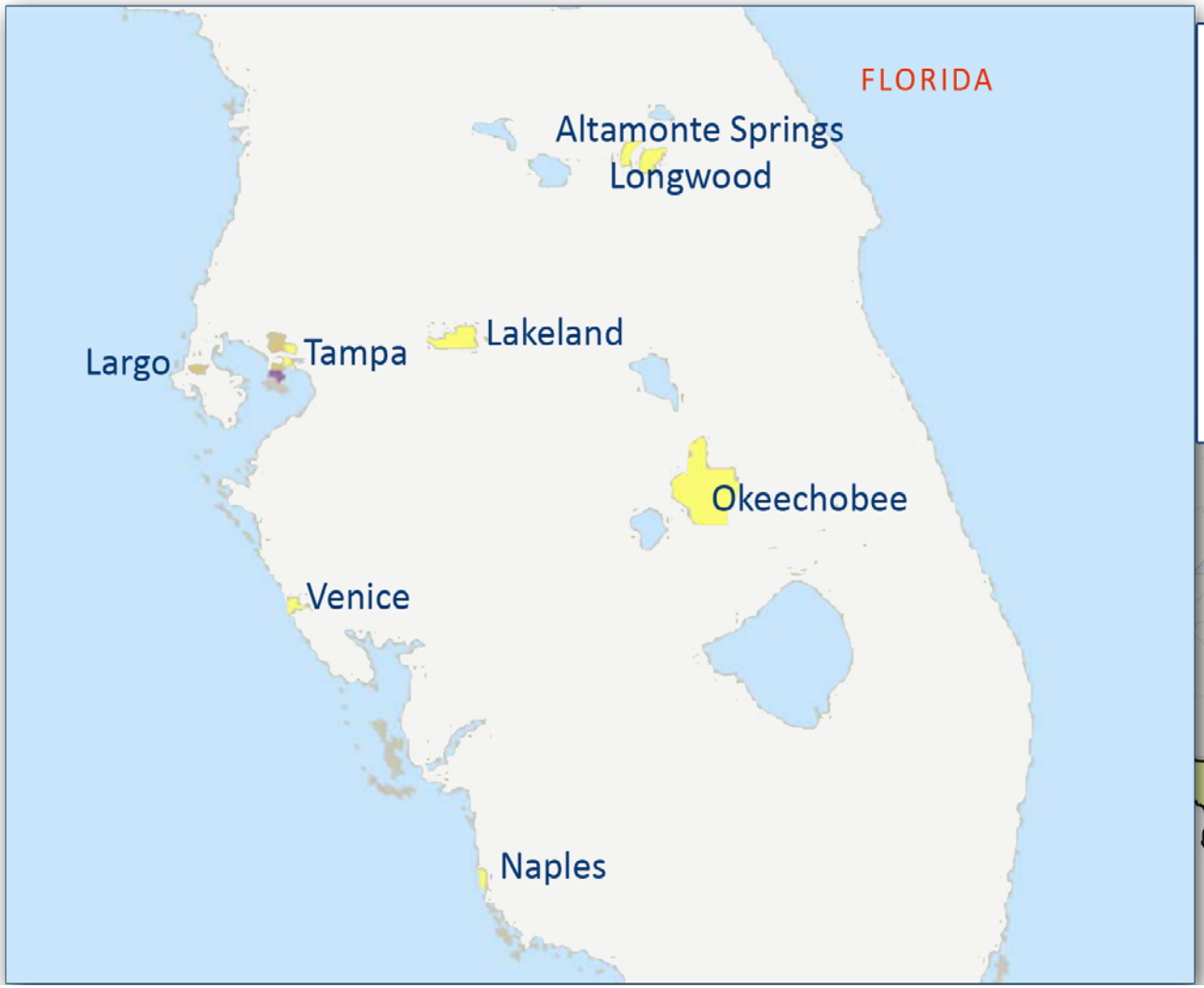
Levels of Care by Location

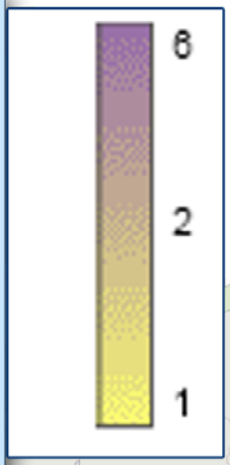
MID-ATLANTIC

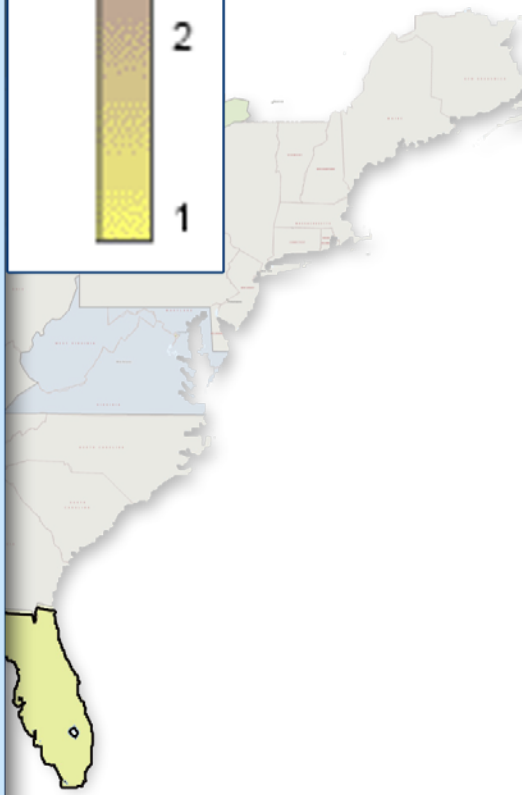
Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
Springvale Terrace Silver Spring, MD	**X**	X	N/A	N/A	N/A	Professional Non-Profit	0	SNJM
Marian Assisted Living Brookville, MD	N/A	X	N/A	N/A	N/A	Professional Non-Profit	0	SNJM
Other Services								
Care Coordination							SNJM	
Benefits Coordination						Brenner, McDonagh & Tortolani, Inc.		

Data Provided by SNJM Health & Well-Being 5/3/10

Tampa







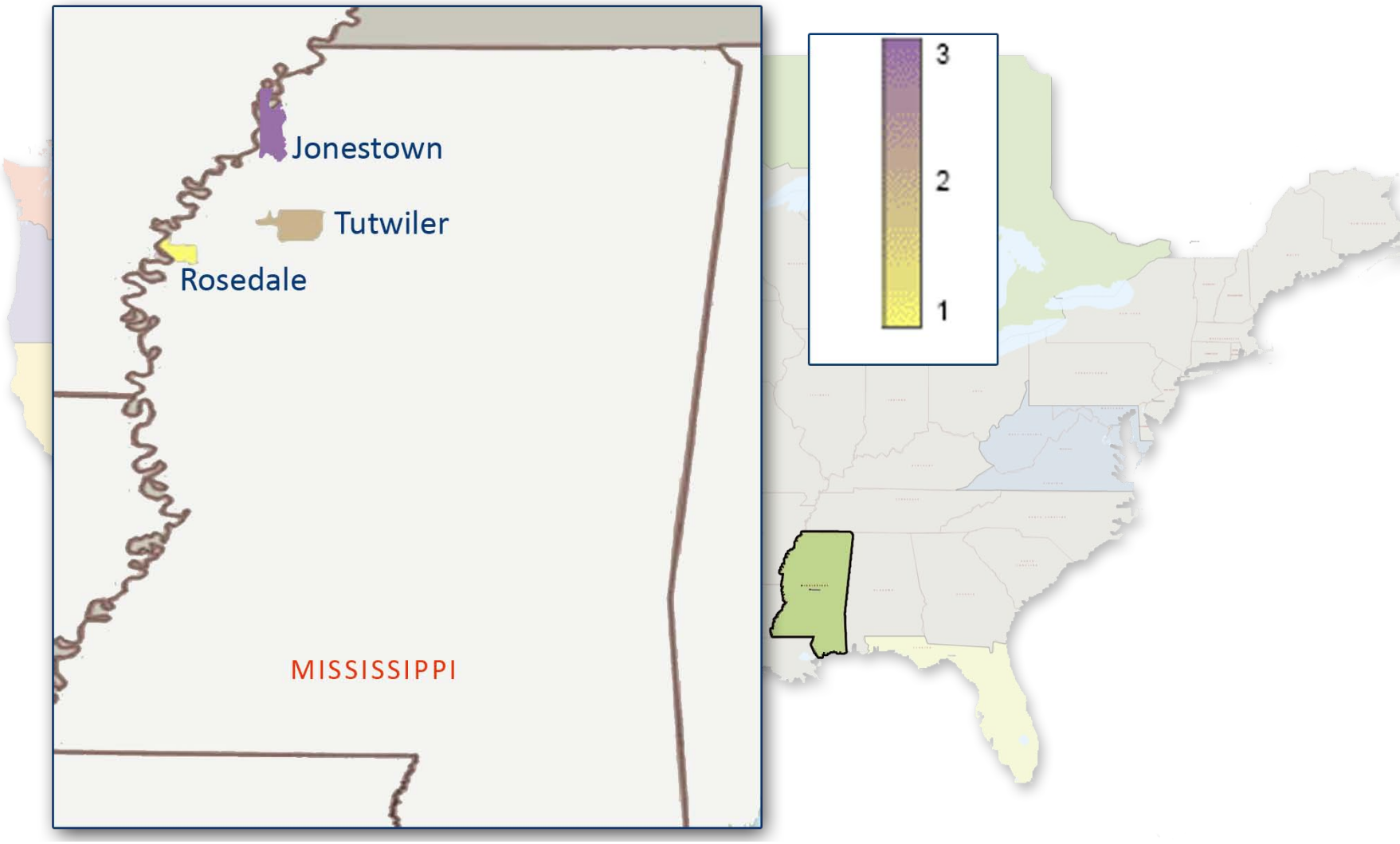
Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

FLORIDA

Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
San Lorenzo Terrace Tampa	X	N/A	N/A	N/A	N/A	Professional Non-Profit	0	HUD Subsidized & SNJM
Patrician Arms Tampa	X	N/A	N/A	N/A	N/A	Professional Non-Profit	0	HUD Subsidized & SNJM
Heron House, Indian Rocks Largo	N/A	X	N/A	N/A	N/A	Professional Non-Profit	0	SNJM
At Home with Friends Tampa	N/A	N/A	N/A	X	N/A	Professional Private	0	Private Subsidized by Florida Nursing Home Diversion Program
Other Services								
Care Coordination							SNJM	
Benefits Coordination						Brenner, McDonagh & Tortolani, Inc.		

Mississippi



Data provided by SNJM U.S. - ON Province Finance Office

Southern California

Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

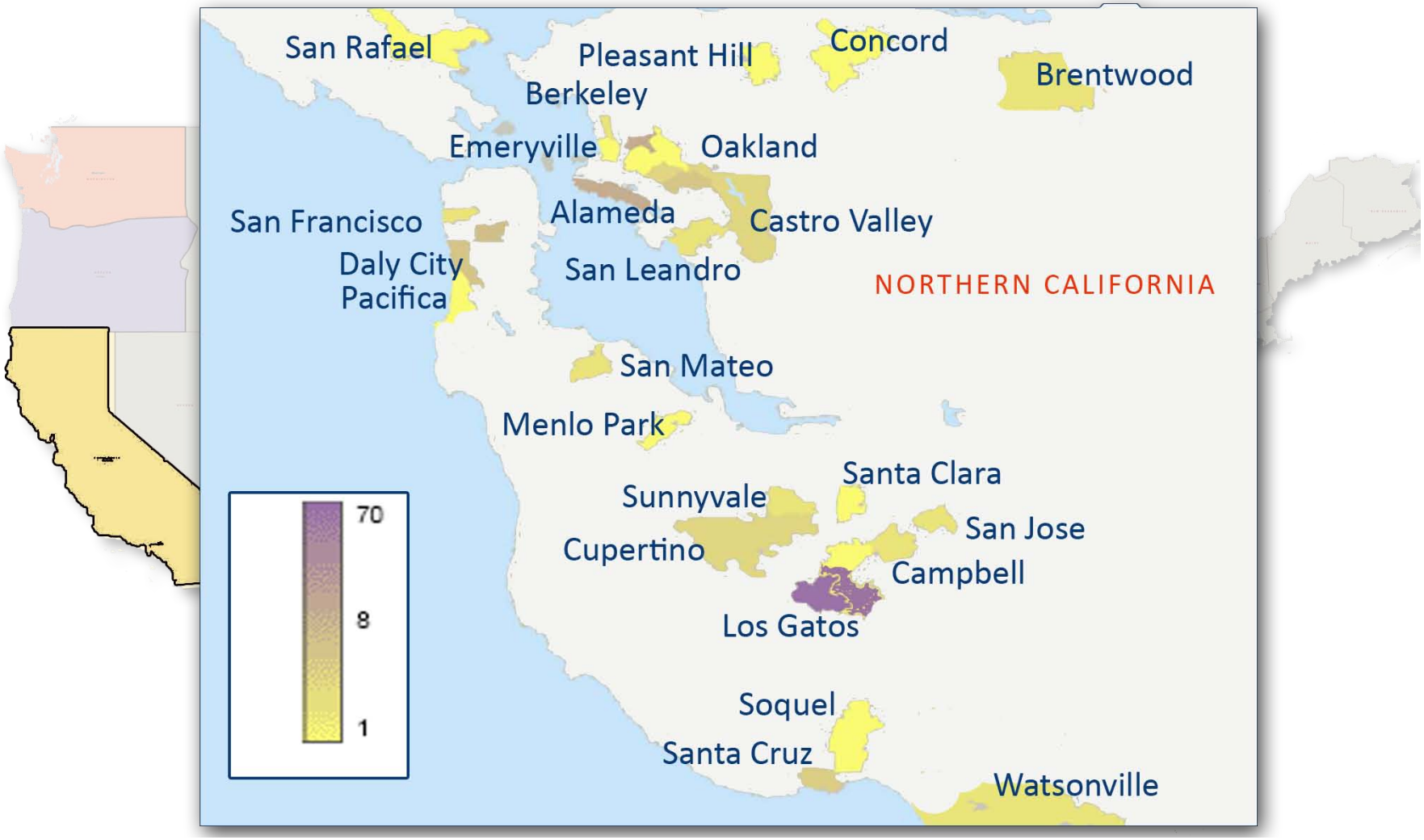
SOUTHERN CALIFORNIA

Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
Arcadia Gardens Arcadia	X	X	N/A	N/A	N/A	Professional Private	0	SNJM
Scripps Kensington Alhambra	X	X	X	X	X	Professional Non-Profit	0	SNJM
Other Services								
Care Coordination						Eldercare Alliance	SNJM Contracted by Eldercare Alliance	
Benefits Coordination							SNJM	

Data Provided by SNJM Health & Well-Being 5/3/10

Northern California

East Bay, San Francisco, South Bay & Los Gatos



Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

NORTHERN CALIFORNIA

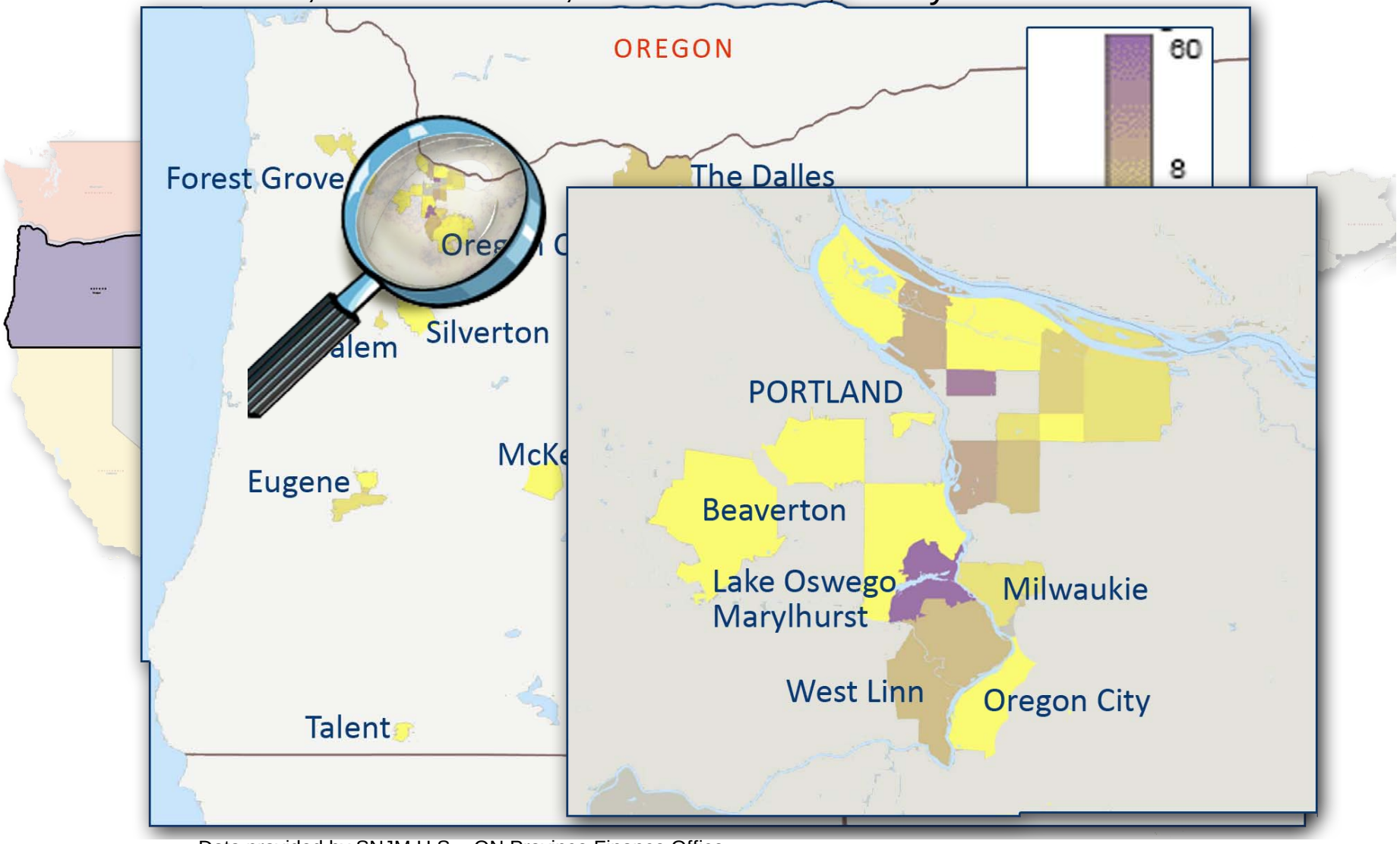
East Bay, San Francisco, South Bay, Los Gatos

Facility	Levels of care					Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab			
Los Gatos SNJM Convent	X	X	X	N/A	N/A	SNJM	55	SNJM
Merrill Gardens Campbell	**X**	X	N/A	X	N/A	Professional Private	0	SNJM
Other Services								
Care Coordination							1 Employee Contracted By Eldercare Alliance TBC	
Benefits Coordination							SNJM	

Data Provided by SNJM Health & Well-Being 5/3/10

Oregon

Southern OR, SE Portland, NE Portland, Marylhurst



Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

OREGON

So. Oregon, SE & NE Portland, Marylhurst

Facility	Levels of care						Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab	HCBS			
Mary's Woods Lake Oswego	X	X	X	X	N/A	N/A	Professional Non-Profit	0	Refer to Finance Report – Appendix A
Tillamook Apartments Portland	X	N/A	N/A	N/A	N/A	X	SNJM Housekeeping, Meals, Transportation (Cabs)	Resident Assistant FT; 24/7 1 Employee	Private
Providence ElderPlace Portland	N/A	N/A	X	X	X	X	Professional Non-Profit	0	Medicare & Medicaid
Other Services									
Health & Well-Being Resource Center	Benefits Coordination, Care Coordination, Case Management, Contracted Mental Health Services						SNJM	2 Employees	SNJM

Washington

Spokane, Yakima & Seattle

Data provided by SNJM U.S. - ON Province Finance Office

Levels of Care by Location

WASHINGTON

Seattle, Spokane, Yakima

Facility	Levels of care						Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab	HCBS			
Spokane: SNJM Convent	X	X	X	N/A	N/A		SNJM	63 (Excluding Food Service)	SNJM
St. Joseph Residence - Seattle	N/A	X	X	N/A	N/A		Women Religious Srs. of Providence	0	SNJM
Merrill Gardens at Queen Anne Seattle	X	**X**	N/A	X	N/A		Professional Private	0	PACE Medicare & Medicaid
Providence ElderPlace Seattle	N/A	N/A	X[1]	N/A	N/A	X	Professional Non-Profit	O	Medicare & Medicaid PACE

[1]Live at home or assisted living & must be nursing home eligible

Levels of Care by Location

WASHINGTON *Continued*

Seattle, Spokane, Yakima

Facility	Levels of care						Management	SNJM Employees	Payment
	IL	AL	SN	ALZ	ST Rehab	HCBS			
OTHER SERVICES									
M.D. Yakima								SNJM	
Care Coordination	Health & Well-Being Office Care Coordination Health Education						SNJM & Srs. of Providence	2 Employees	SNJM
Benefits Coordination								SNJM	

Cost of Supportive Living

	INDEPENDENT *Annual Cost Per Sister*	ASSISTED/SKILLED *Annual Cost Per Sister*
Los Gatos	25 Sisters - $44,000	28 Sisters - $79,500
Mary's Woods	21 Sisters –$[1]	24 Sisters - $[1]
Spokane	19 Sisters - $43,000	25 Sisters - $88,000
Windsor	5 Sisters - $31,300	6 Sisters - $33,400
Albany	6 Sisters – Various Levels of Care – $17,400 - $30,000	

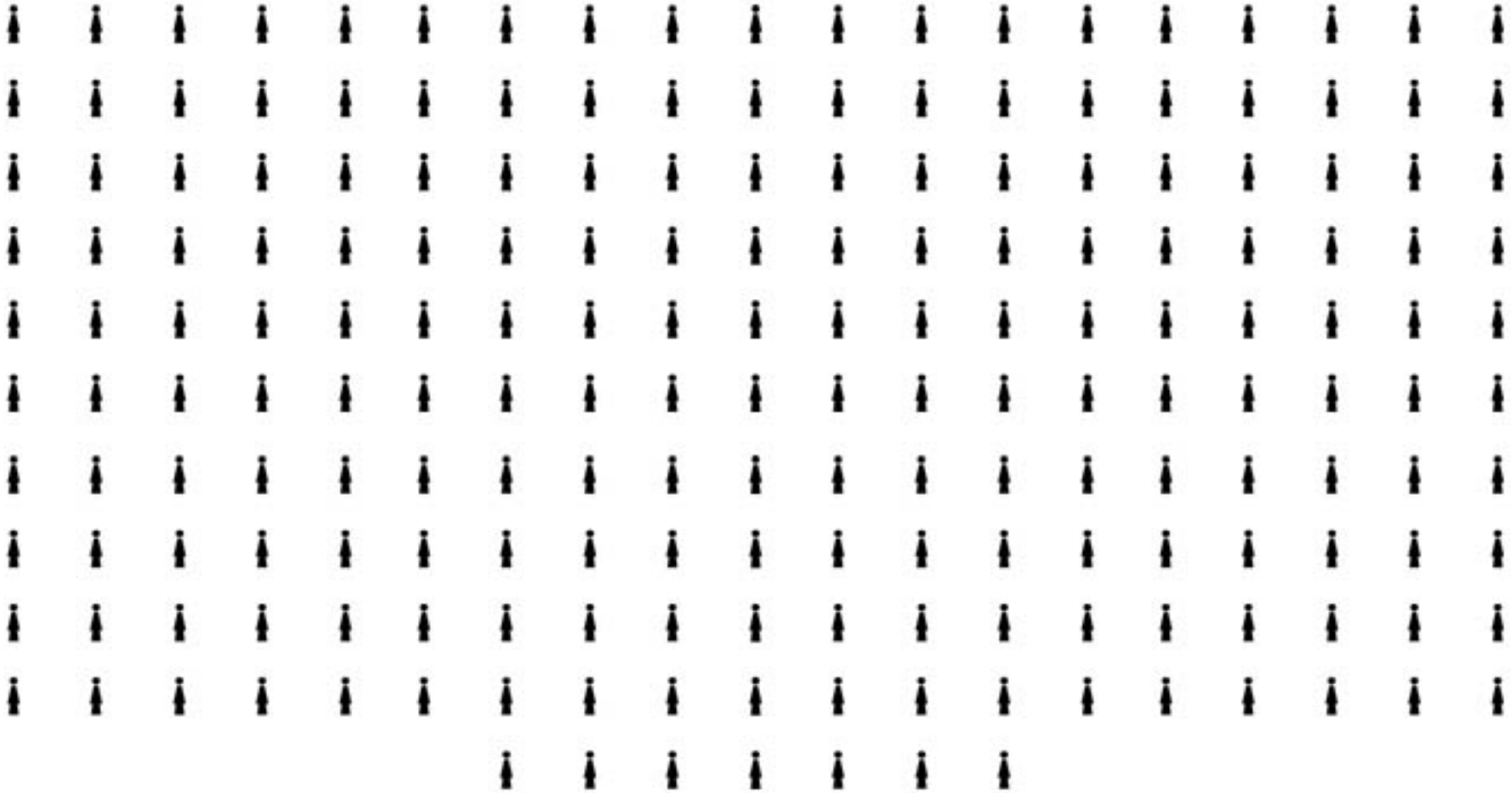
[1]See Finance Report – Appendix A

2010 Community Living
Group Sizes

Members who live:

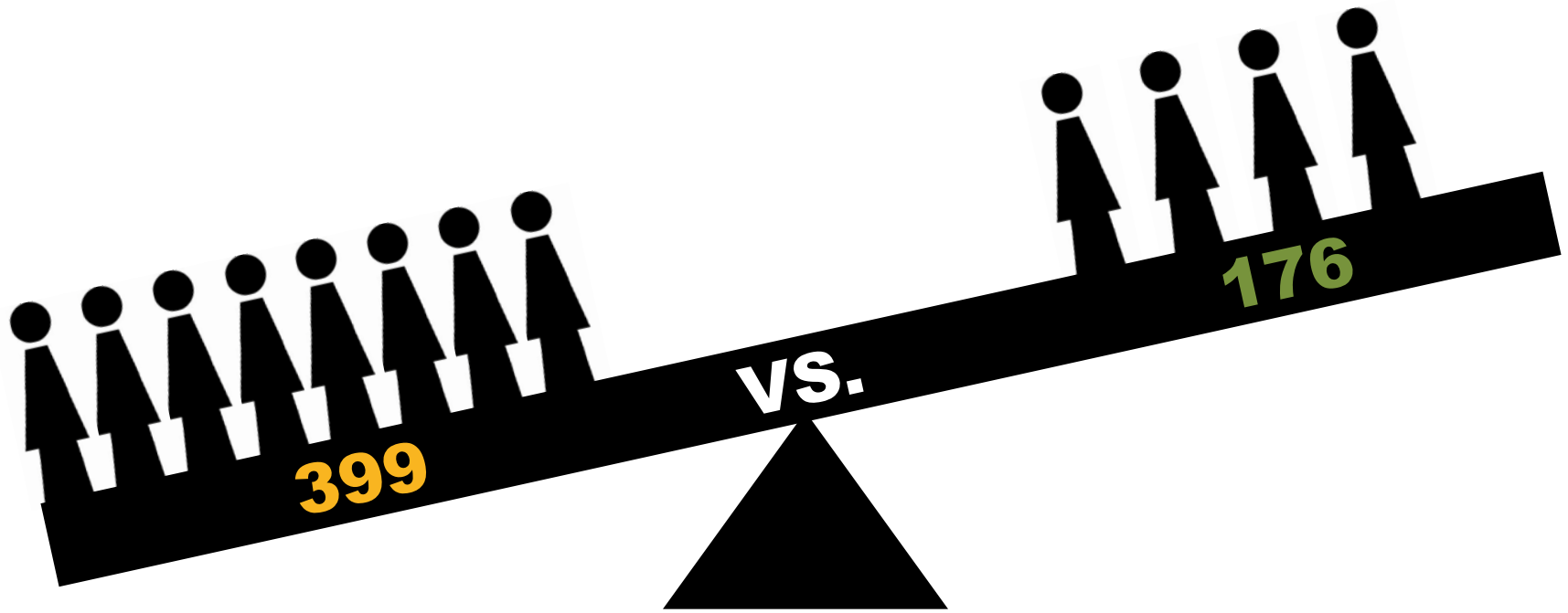
Alone	197
In Twos	107
In Threes	33
In Small Groups (four to seven)	62
In Large Groups	176

Source: Finance Report, U.S. –Ontario Provincial Chapter 2010



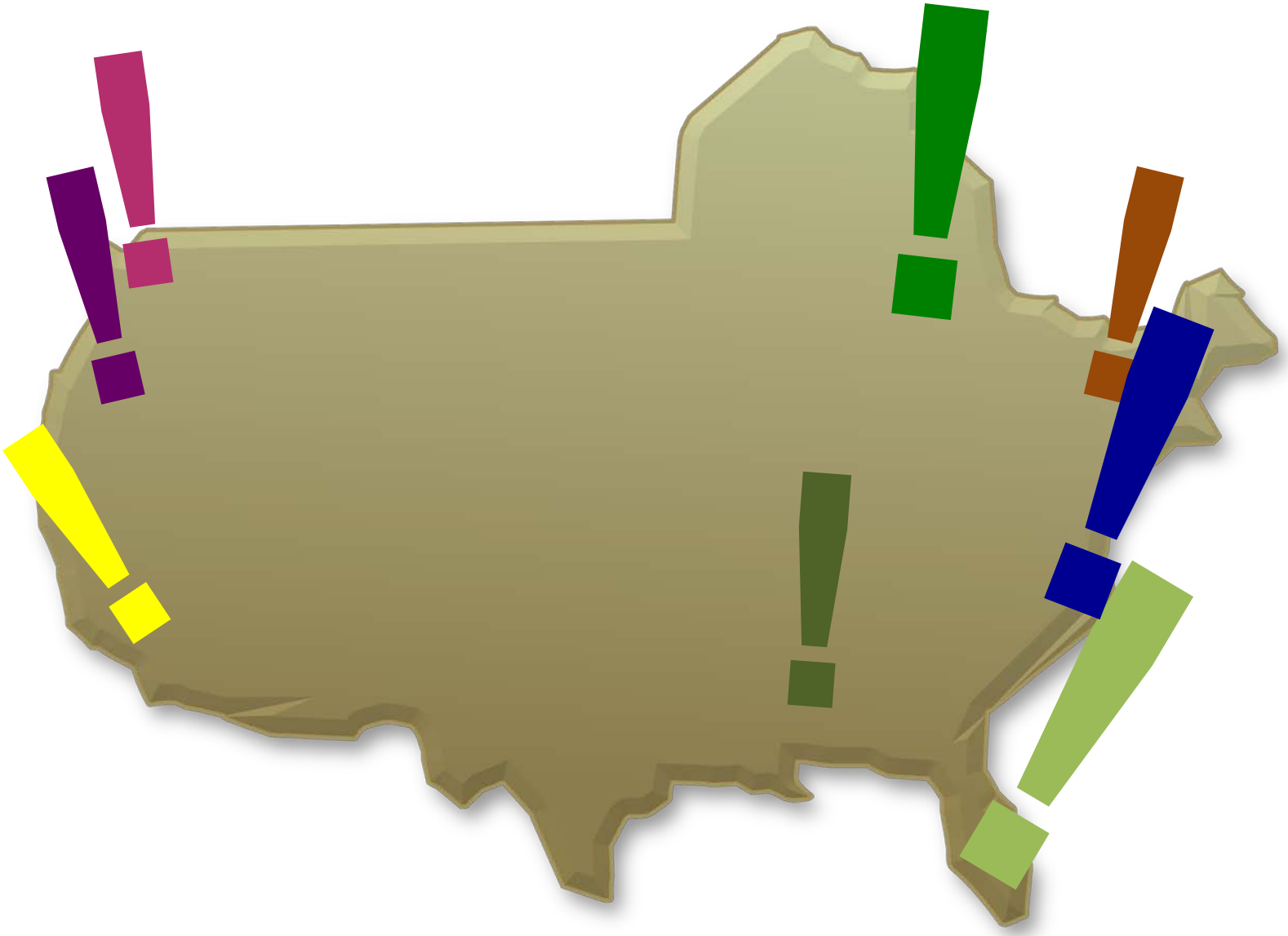
Sisters living alone:

197



Living in
Small Groups
(seven or less in group)

Living in
Large Groups
(over seven in group)



ONE PROVINCE!

Building An Integrated Network

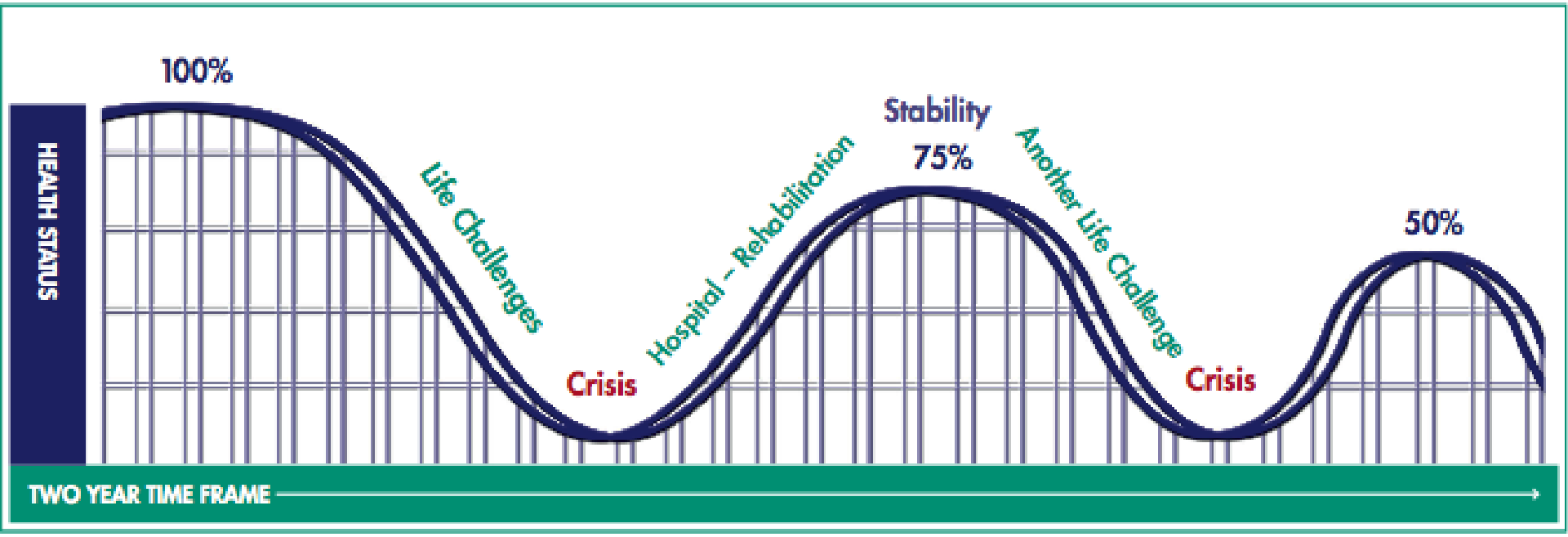
PROGRAMMATIC NEEDS

Programmatic NEEDS

- **Diversity of offerings**
- **Personalized solutions**
- **Utilizing local resources**
- **Quality-Focused**
- **Due diligence & thorough vetting**
- **Affordable**
- **Sustainable**

...one size DOES NOT fit all!

The Roller Coaster of Health Care Crisis



Housing Trends

- **Housing that does not isolate sisters**
- **Consideration given to:**
  - **Walkability**
  - **Adaptability**
  - **Transportation accessibility**
  - **Proximity to Community Services & Retail**

Housing Trends

- **Realizing the goal of Living-in-Place & Community**
  - **Ability to downsize**
  - **Affordable & accessible housing**
    - **Accessibility and universal design**
    - **Not necessarily “age-specific” housing**
      - **Mixed use**
      - **Intergenerational**
      - **Diverse**
      - **Age-integrated**

VALUES

…What qualities will the Province articulate For Holistic Living?

Holistic Living

VALUES

Unleash your CREATIVE POTENTIAL!

Sustainable

- Long-term Viability
- Equitable
- Economic
- Inter-dependence

Self -Independence

- Least Restrictive Setting
- Accessibility/ Universal Design
- Wherever One is on Her Journey

Stewardship

- Fiscal
- Health
- Resources
- Community Life

Collaboration

- Like Mission, Vision, Values
- Core Competency = Senior Housing & Supportive Living
- Efficient Resource Utilization

HOW do we ignite the

SPARK

IN EVERYONE

? ? ?

Make holistic living as

ONE PROVINCE

A REALITY

One Province...

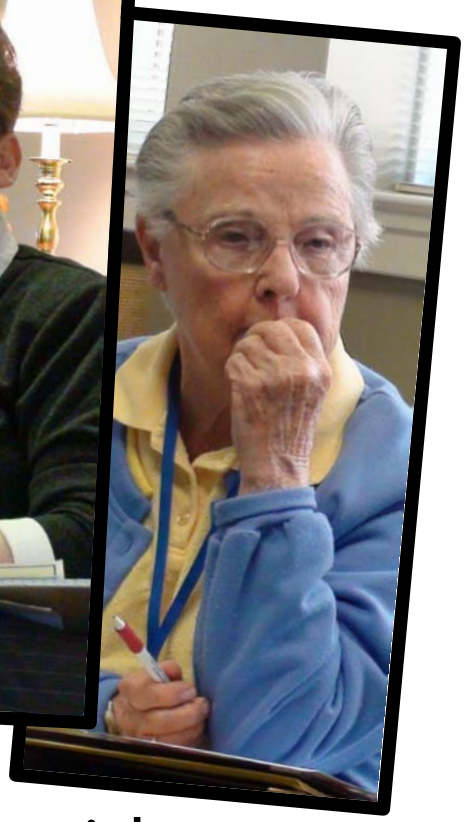
…what happens

…what happens

…what happens in conversation with

...what happens in conversation with

2 other Sisters...



…what happens in conversation with

3 other Sisters…

...what happens in conversation with

4 other Sisters...

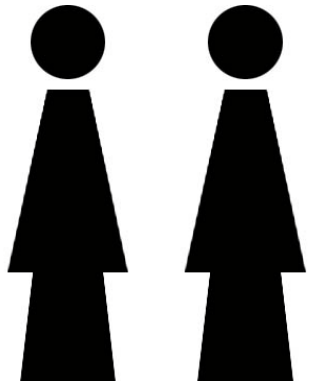
All with different backgrounds …
maybe from different geographies

And you spend one day together…

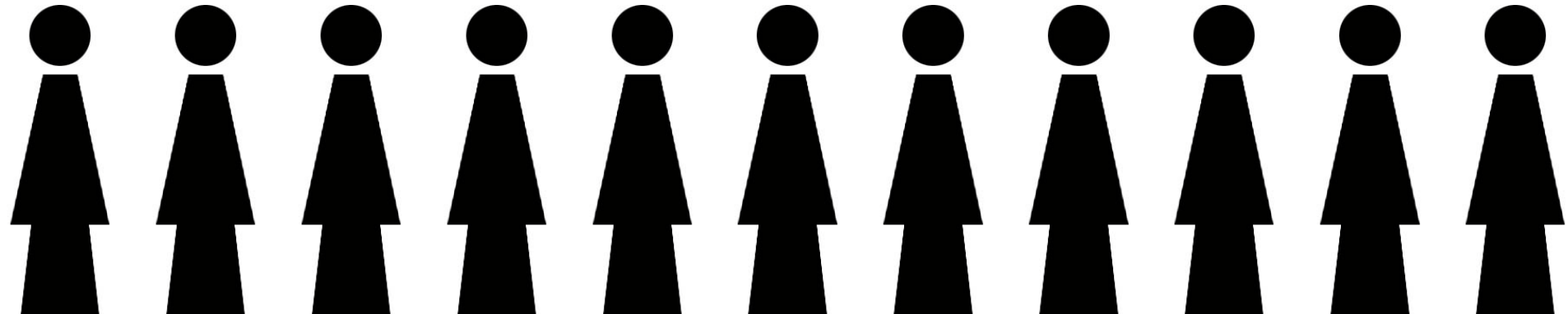
IMAGINE

And then let us say that... this sister...

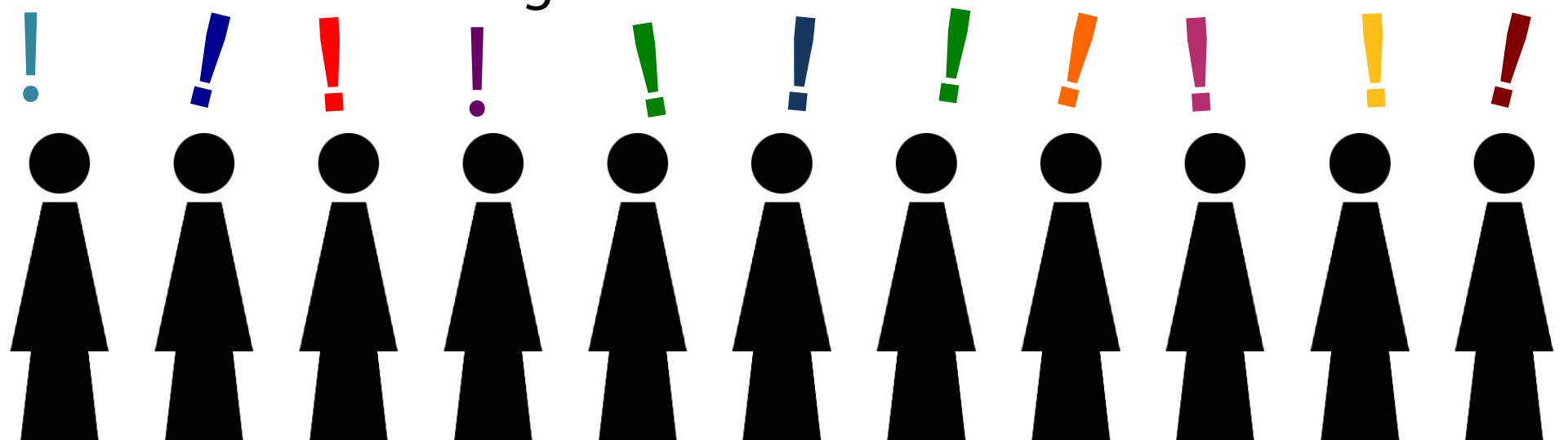
...or this sister...



in fact, each one of you…



imagines one bold idea…



and together with each other…

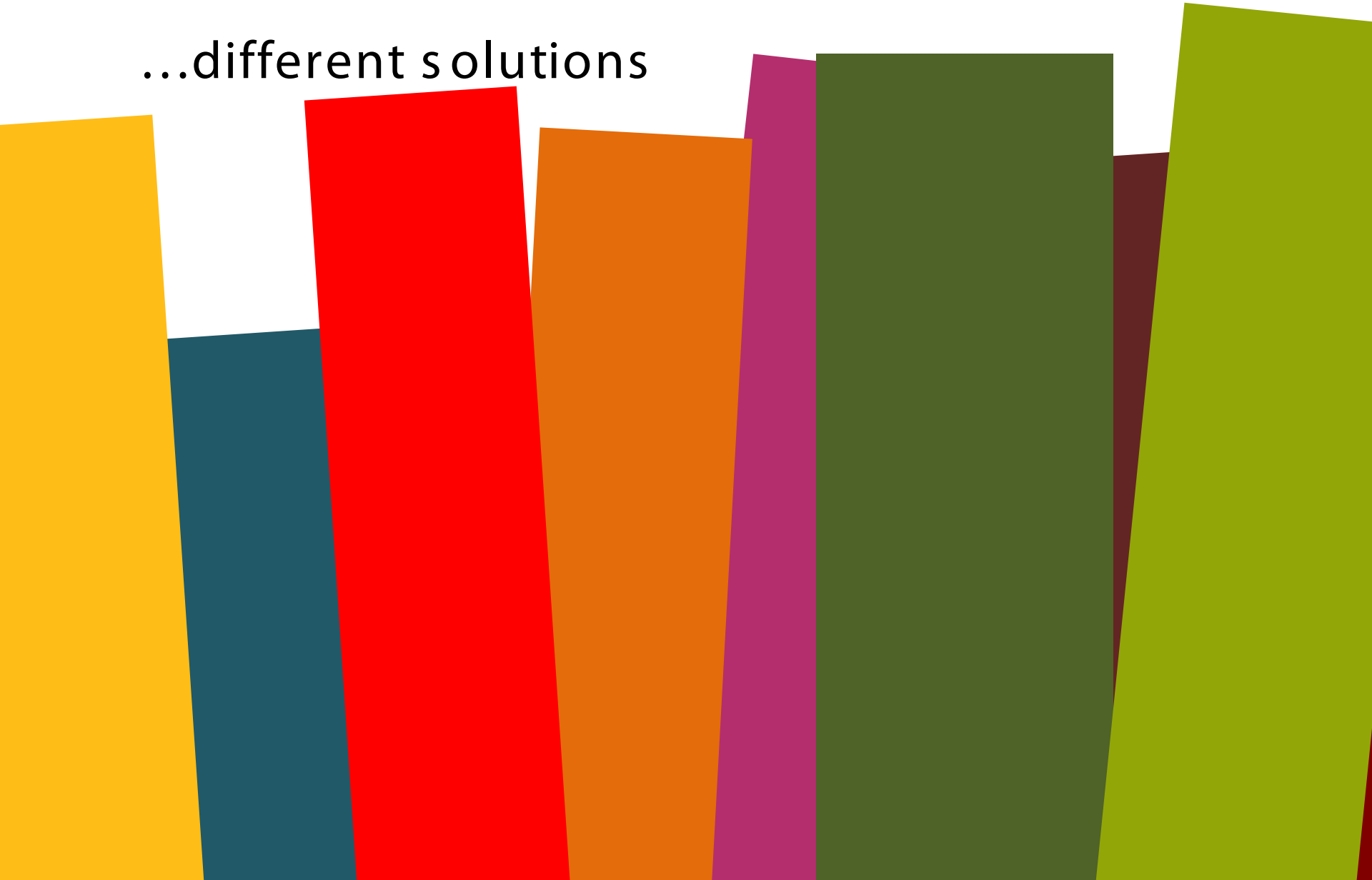
you imagine new bold ideas ...

you imagine new bold ideas …

you imagine new bold ideas …

…different solutions

…different solutions



Together...you make a

COMMITMENT

…to implement these **BOLD** IDEAS!

12 months later, you discuss lessons learned

And why?

We firmly believe that with all your

We firmly believe that with all your

EXPERIENCE

YOU

AS AN SNJM

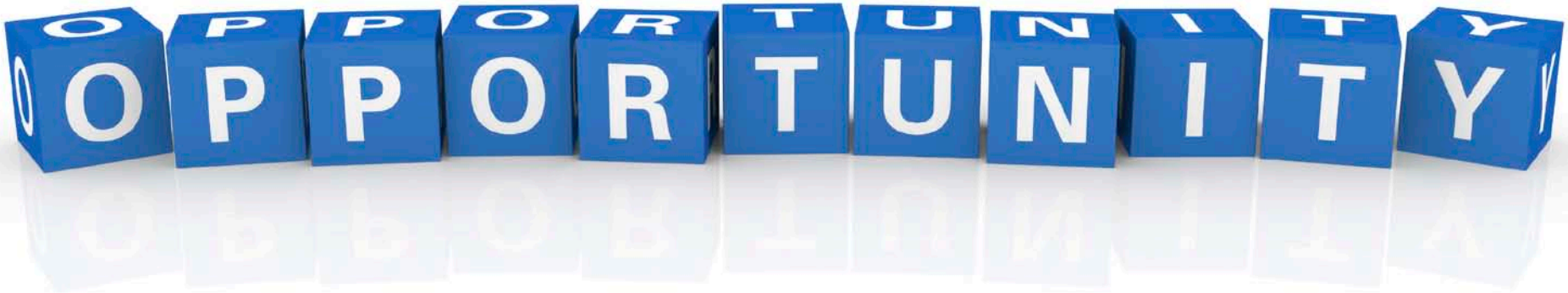
CANIMAGINE!

We encourage you to **SHARE!**

You will
GAIN
KNOWLEDGE

and
GIVE
KNOWLEDGE

Use
this
unique



At the center are...

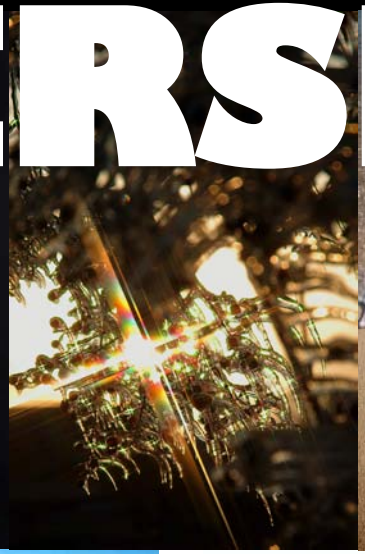
At the center are...
IDEAS

At the center are...
IDEAS
QUESTIONS

At the center are...
IDEAS
QUESTIONS
+ANSWERS

to gain fresh

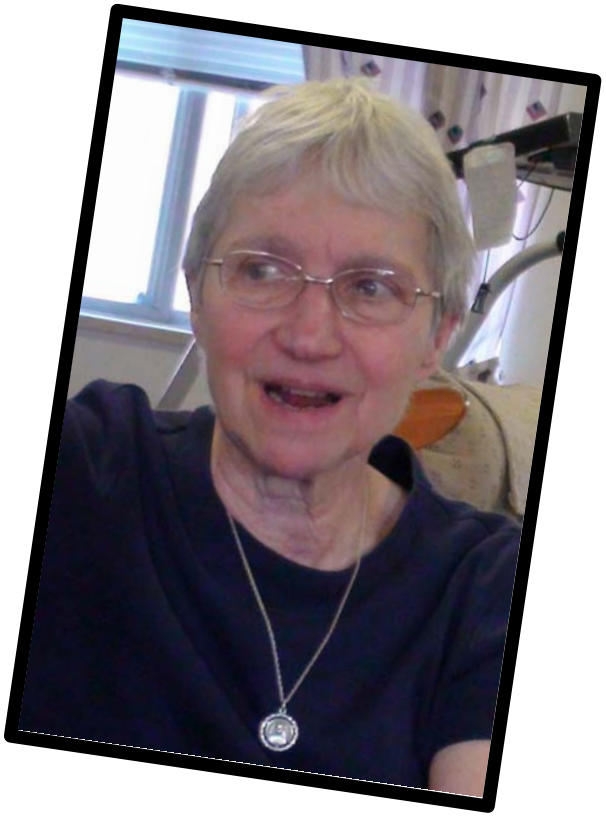
PERSPECTIVES



YOU…

or

YOU



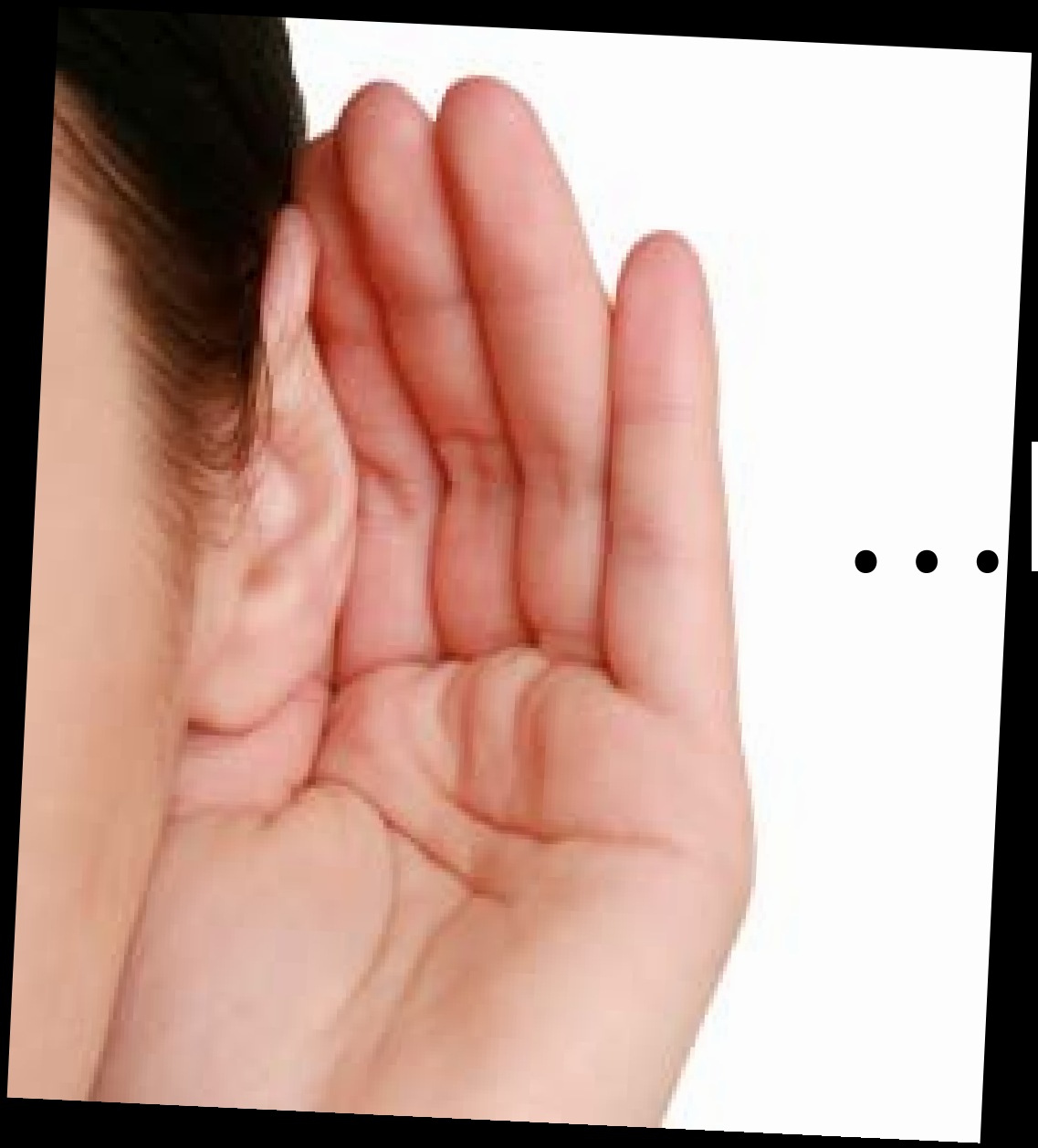
...or perhaps

YOU

yes, YOU as well..

...will gain

NEW IDEAS



. . . listen

gain
INSIGHTS

...encounter a diversity of experiences.

Not only will you learn…

...you can also teach

EVERYTHING is relevant to you

...because the wisdom is within

YOU!

What does it mean

TO YOU?

How are you

FEELING

about it?

What does it mean

TO YOU?

How are you

FEELING

about it?