



ENGAGE



2016-2017 ANNUAL REPORT





We will continue to collaborate with Reading Health System when it comes to our residents' care options and remain a preferred provider for knee and hip replacement post-acute care and services. We continue to serve those requiring short-term rehabilitation and we continue to maintain professional relationships with local and regional healthcare providers.

By operating independently, The Highlands will reinvest in itself and execute future required strategic community and programmatic initiatives without capital allocation decisions from any other third party.

Our experience and history have given us clarity and conviction for our path forward. Our commitment to providing essential services to all those who turn to us for an enriching lifestyle and quality care continues. Now is the time to clearly define our strategic direction, growth opportunities and focus to create lasting value for our residents and a bright future for our employees.

Kevin P. DeAcosta,
President & CEO

spend time learning more about how ENGAGE has been working to enrich the lives of our residents in truly meaningful ways and how it will help position us to attract the next generation of residents.

NEW INDEPENDENCE

Many positive changes have taken place over this past year. Perhaps the most significant was our voluntary succession from Reading Health System. While we have greatly valued and appreciated our 30-year affiliation with Reading Health System, it was time for us to pursue our mission separately.

As in the past, The Highlands' leadership will continue to direct the daily operations, strategic initiatives and future investments in accordance with what is best for Highlands' residents. From the start, our goal was to make this transition seamless to our residents and staff. We have successfully achieved this goal. There has been no disruption in services at The Highlands. For our residents, there has been no change in how they access services and amenities from The Highlands at Wyomissing, Reading Health System or other providers. For our staff we have maintained, and in certain areas enhanced, our benefits programs.

As always, our goal at The Highlands is to empower our residents to make wiser healthcare decisions and live a healthier lifestyle. Each day we strive to promote a sense of wellness and fulfillment, along with the richness of all life has to offer.

We take pride in supporting residents to get the most out of life by providing opportunities every day that promote overall health and well-being. We encourage an active lifestyle to improve physical and cognitive health while creating ways to grow social connections within The Highlands and in the broader community.

We are committed to continuously developing programs and opportunities that enrich lives in our community for both today's residents and those of tomorrow. Programs like our ENGAGE Wellness-Focused Living, a holistic approach to wellness, are designed to ensure residents remain active and stimulated. ENGAGE is a healthy and balanced approach to life that emphasizes whole-person well-being empowering residents to age well – and live well.

Throughout this year's annual report, you'll read inspiring stories of how our residents – through our ENGAGE program – were able to make healthy lifestyle choices from all perspectives: social, physical, spiritual, intellectual, emotional and nutritional. I hope you will

A GLIMPSE AT OUR FUTURE

- Beginning in mid-2018, The Highlands at Wyomissing will embark on a \$17-million renovation of our Personal Care that will introduce a world-class Memory Care program.
- Due to demand on our current Future Resident Club list, the construction of new residential living villas will begin in 2018.
- We are enhancing our fitness center and wellness program, creating additional exercise space and adding new, updated exercise equipment.
- Physician specialist services, including cardiology, orthopedics, audiology, dentistry and expanded primary care, will be available on site, offering residents closer-to-home specialty care.
- High-speed wireless Internet services throughout the apartment building will be completed by the end of 2017. In 2018, the same services will be available to the remaining parts of our 113-acre campus.

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COMMITTEES

EXECUTIVE COMMITTEE & PERFORMANCE REVIEW

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Director of Human Resources
Craig Shelly (not pictured)
Administrator of Nursing Care

RESIDENTS' COUNCIL



Back Row: Robert Longenecker, Leonard Pietruszynski, Jack Boyle, Darryl Jeffries

Seated: Marci Reinhart, Roland Gehman, Harriet Baskin

Harriet Baskin
Joyce Bradford
Ernest Heckman
Darryl Jeffries
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Robert and Janice Sharetts
Robert* and Grace Snedeker
Ronald L. Spickler
John* and Betty Stamm
Donald and Joanne van Roden
William* and Margaret Walter
Phillip Wolfe in memory of Peter Wolfe
Joan L. Worthington
Gary C. and Nancy B. Zweig

* Person is deceased

The members listed are as of September 30, 2017. If you have already remembered The Highlands at Wyomissing in your estate plans, but your name is not here, please tell us so we can honor and thank you by making you a member of the Legacy Society.

MAKING A DIFFERENCE IN THE LIVES THAT FOLLOW

Your legacy. What will it be? Your legacy plan is a permanent reflection of your personal values and your concern for friends, family and community organizations. Whether you think of yourself as rich, poor or somewhere in between, you can make a gift to the organizations that you value. You can leave a legacy.

The Thomas P. Handwerk Legacy Society was established by The Highlands to recognize people who have included us in their estate plans. Members of the society have named The Highlands at Wyomissing in their wills or made us the beneficiary of another asset, such as a retirement plan, charitable gift annuity, insurance policy, trust, stocks and bonds or certificates of deposit, or made a cash gift of \$5,000 or greater. We value their generosity and trust.

Charitable bequests cost nothing during your lifetime, but they can change the lives of future residents. We all have something to share. Even a small gift can have a big impact.

Make a will. Make a difference. Leave a legacy. Remember The Highlands at Wyomissing in your will.

For information, contact: Marianne Pessognelli, CFO 484.628.7605



Evolutionary research shows that physical, intellectual, social, emotional, spiritual and nutritional activity – wellness – are the keys to helping older adults keep their health, mental skills and overall quality of life.

In senior living, wellness is a broad, global term often referring to all the activities and many of the amenities offered within a community. The fitness center and pool, the outdoor patio and fire pit, the art and music groups, the book clubs and resident committees, the walking trails, the lifelong learning opportunities – these are all things offered at The Highlands at Wyomissing that play an important role in improving well-being and quality of life for residents.

But to stay relevant, providers are now reinventing the way “wellness” is perceived. “The generation coming to retirement communities now and those who will be in the next decade say health, fitness and wellness are part of their everyday lifestyle,” explains Shirley Riegel-Ferreri, The Highlands’ Manager of Residential Programming. “Wellness isn’t about offering state-of-the-art gyms and fitness classes anymore. To stay competitive and to meet needs, we really have to define ourselves as a center of well-being that incorporates wellness into our overall culture.”

“At The Highlands, we believe resident wellness is a vital factor in empowering

residents to achieve rewarding and purposeful lives,” says Jodi Gobble, The Highlands’ Director of Marketing. “Wellness is an important cultural focus for us. Here, wellness isn’t solely about fitness. It’s not just about activities. It’s not about physical amenities. Instead, it’s about connecting residents to meaningful lifestyle opportunities. It’s about honoring who they are and finding ways to tap into what motivates them, what provides them with purpose and what keeps them engaged in life.”

To promote this wellness culture, The Highlands’ ENGAGE program was created.

ENGAGE promotes an active, healthy and balanced lifestyle that emphasizes whole-person well-being, giving residents every opportunity to forge new friendships and be engaged in life. ENGAGE embraces six dimensions of wellness – Physical, Social, Emotional, Nutritional, Spiritual and Intellectual – while offering balanced programming that encompasses personalized strategies to help each resident live life to the fullest. According to Shirley, ENGAGE is an evolved concept of wellness that focuses on prevention and developing proactive strategies designed to help residents not just live well, but to thrive.

Each day, Highlands’ residents enjoy endless opportunities to make better lifestyle choices from all perspectives of wellness.



ENGAGE
WELLNESS-FOCUSED LIVING
THE HIGHLANDS AT WYOMISSING



ENGAGE promotes an active, healthy and balanced lifestyle that emphasizes whole-person well-being, giving residents every opportunity to forge new friendships and be engaged in life.

Highlands' resident Dr. Sandra Becker has a background in researching how technology improves cognition. She has decades of experience studying effective ways to stretch the brain and enhance creativity. She is a big supporter of the ENGAGE model of wellness and believes it is one of The Highlands' defining differences.

"As we age – so many changes happen," says Dr. Becker. "All of a sudden you find you can't do some of the things you used to be able to do. We fear moments of lack of mental clarity is Alzheimer's disease. How you adjust to these changes and fears impacts overall well-being. The ENGAGE program in totality helps us focus on the positive. It helps alleviate these fears and anxieties because we are taking an active role in our health and are working to prevent – or a least slow – some of the things that happen to us as we age."

From volunteering both on campus and off, to dining with friends or engaging in fitness and various social programs, Dr. Becker says she takes advantage of all aspects of the ENGAGE program, but most recently has found particular comfort in the emotional aspect after her husband, Robert Becker, passed away last summer.

"We came to The Highlands two years ago and have received nothing but warmth and support from everyone at the community – from the home care team to the staff to all the residents," she says. "It started when members of the care team received dialysis training so they could care for my husband. They supported us throughout his illness and after. And now, perhaps when I need it most, they are here for me in so many ways."

Dr. Becker says emotional support takes many shapes. "There are many ways to tend to your emotional well-being, such as an invitation to dinner, a conversation with people who have experienced what you have, support groups,

meals that are available when you don't feel like cooking, and volunteer opportunities. All of this helps with emotional balance and well-being. At The Highlands, you're not alone. I believe that helps you heal faster."

To ensure emotional well-being, Dr. Becker also practices yoga, qigong, tai chi, balance and breathing exercises and meditation. "I am grateful The Highlands recognizes the impact these activities have on a person's emotional well-being. They are effective ways to calm you down, help you relax, breathe and refocus."



"There are many ways to tend to your emotional well-being ... like an invitation to dinner, a conversation with people who have experienced what you have, support groups, meals that are available for when you don't feel like cooking, volunteering opportunities. All of this helps with emotional balance and well-being. Even the less well can live well at The Highlands."

– DR. SANDRA BECKER

Right: Dr. Sandra Becker practices tai chi

By now, nearly everyone agrees the role nutrition plays in preventing disease and maintaining good health and overall well-being is critical. "Today, health and well-being means so much more than the absence of disease," says The Highlands' Director of Dining Services, Steve Murray. "The foods we eat and the nutrients they provide are among the most important continuing environmental factors influencing our growth, development, functional abilities and health – no matter our age."

According to researchers at the United States Department of Agriculture (USDA), genetics, lifestyle and environment contribute to the rate at which we age and what diseases we are susceptible to. About 25 percent of our susceptibility to diseases is explained by genetics; the rest is determined by the lifestyle choices we make.

Good nutrition helps reduce disease risk and can often lead to improved functionality and ultimately a better quality of life. Evidence is also showing that good nutrition can significantly contribute to deterring risk for dementia and other conditions such as osteoporosis, heart disease, diabetes, obesity and immune-related diseases.

"So what you eat matters," says Steve. "That's why nutrition and diet are a big part of our ENGAGE program. As our resident population continues to change, residents are more aware of the relationship between good nutrition and good health. They are demanding more healthy options. Our residents are savvier. They want more choice and flexibility. They want fewer processed foods. They want dinner to be more than a meal. They want an experience."

The Highlands is responding. "Residents here enjoy a daily experience of culinary delights ranging from bistro casual to an enjoyable sit-down, four-course meal with friends," says Gaelsong resident Evans Goodling who acknowledges he has an adventurous stomach. "We get to enjoy lively conversation during breakfast or lunch in the Bistro.



When we want, we can choose the upscale, warm and inviting atmosphere of either the Wyomissing Club Room or Terrace Room, which we think rivals the food and ambience of the area's finest dining establishments."

Barbara Goodling agrees and adds, "Whatever residents desire, our talented chef works with us to ensure we enjoy the dining experience we want. I require a gluten-free diet and the dining staff consistently goes above and beyond to accommodate me with great-tasting selections. I especially love the gluten-free muffins!"

"When healthy eating becomes a way of life, people thrive," says Steve. "We work hard to ensure we deliver satisfying portions that are delicious and meet a wide array of specific nutrition guidelines that control the level of calories, fat, saturated and trans fats, cholesterol and sodium, while maximizing the amount of fiber and other essential nutrients. We're adding farm-to-table items to our menu every day, along with hormone-free and grass-fed meats. Most importantly, we are making these changes without sacrificing taste at all!"

Steve adds that it's a personal goal to ensure residents enjoy a great experience each and every time they come together to dine. "Whether a resident prefers the Wyomissing Club Room, the Bistro, alfresco dining on the Terrace patio or a seat at our special event dinners, the ENGAGE program helps keep us focused on an overall wellness philosophy centered on energy, community, culture, comfort and quality of life."

Above: Evans and Barbara Goodling

For many, spirituality is the way to find meaning, hope, comfort and peace in life. Some people find their spiritual life is linked to their association with a church, temple, mosque or synagogue. Others may pray or find comfort in a personal relationship with God or a higher power. Still others find meaning through their connections to music, art or nature.

No one really knows for sure how spirituality is related to health, but many believe the body, mind and spirit are connected. The health of any one of these elements often seems to affect the others.

“While The Highlands is a non-denominational community that welcomes people of all faiths and backgrounds, we recognize the relationship between spirituality and overall well-being,” says Highlands’ Chaplain, The Reverend Carl Wenzel. “We encourage residents to explore their own spiritual experiences through the many programs and opportunities offered both on and off The Highlands’ campus.”

Spiritual well-being is emphasized daily at The Highlands. “Whether it’s by attending one of our faith-based services or simply through meaningful interactions with neighbors, friends and families, residents can get in touch with their spirituality here in many ways,” says Chaplain Wenzel.

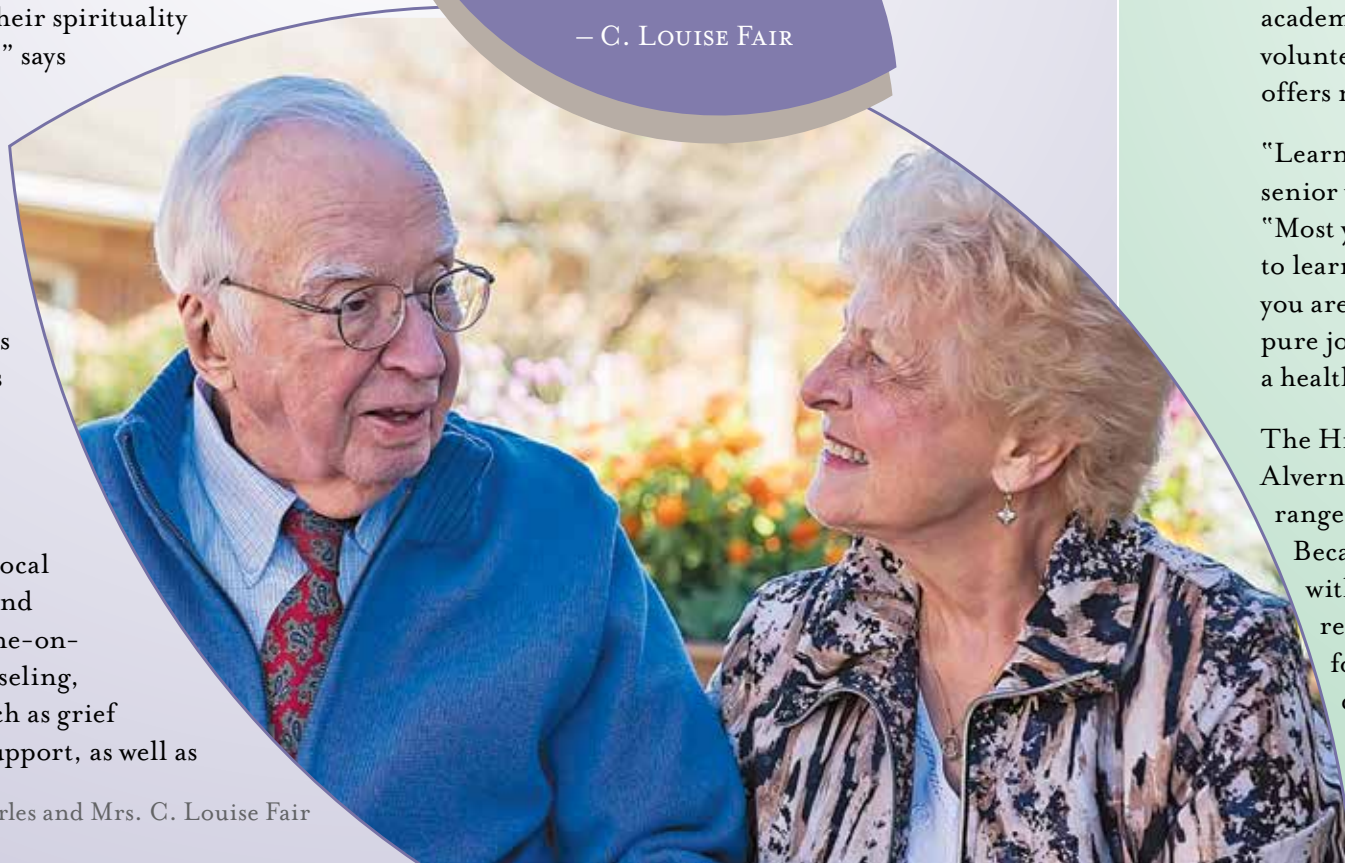
Spiritual opportunities and programs at The Highlands include Bible studies, travelogues featuring religious and non-religious topics, worship opportunities on campus, plus transportation to local places of worship and spiritual events, one-on-one spiritual counseling, support groups such as grief and Alzheimer’s support, as well as

meditation and yoga classes. Chaplain Wenzel adds that residents often get in touch with their spirituality by taking walks around The Highlands’ serene campus or the nearby park.

The Highlands’ resident C. Louise Fair says spirituality is critical to her own overall well-being and advises everyone to take time to do things that help them spiritually. “For me, I know if I didn’t have faith, everything in life would be much harder. Knowing that the Lord is everywhere gives me a positive outlook and provides me with a real sense of inner peace and comfort.”

Chaplain Wenzel adds that getting in touch with one’s spiritual side is more important than ever as we age. “Sometimes the changes that come with age are difficult. Throughout our lives we are fine-tuning who we are and what we believe. As we age, the questions can become more poignant ... *Why am I here? What’s next?* As a chaplain, I am here to join them on their journeys and help them face the challenges that often come at this stage of life.”

“There are a lot of spiritual residents here and we are all respectful of each other’s beliefs.”
— C. LOUISE FAIR



Right: The Reverend Charles and Mrs. C. Louise Fair

A challenged brain is a happy brain. So when the children have grown and retirement is upon you, it’s common to find yourself struggling to stay busy and engaged.

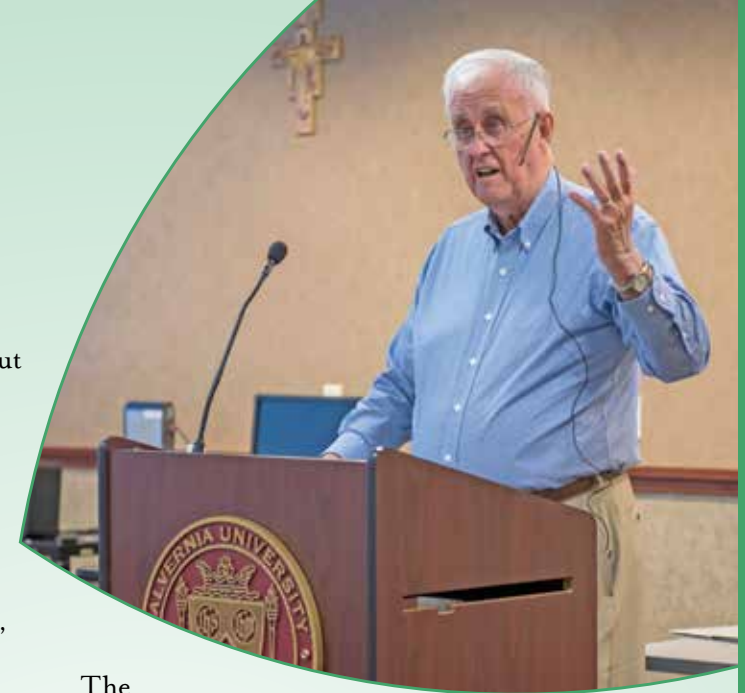
According to scientists, our brains are continuously making new neurons throughout our life, which helps prevent loss of power to think properly and helps us learn and memorize effectively. A proven approach to keeping the mind alert and active – and keeping those neurons firing – is to engage in creative pursuits and intellectually stimulating activities. And at The Highlands, there are plenty of ways residents can expand their minds and keep their brains healthy.

“The Highlands has created an environment that provides many problem-solving and mind-expanding adventures, new experiences and stimulating interactions that all help residents thrive,” says Highlands’ resident The Reverend Elton Richards. “These intellectual activities go a long way in boosting cognitive function, stimulating the brain and fueling lifelong learning.”

From brain games and exercises, to book groups, trivia contests, educational seminars and tech workshops, to scholarly presentations, lectures and non-credit academic courses, to community service and volunteer opportunities, The Highlands offers many paths to intellectual stimulation.

“Learning and trying new things in your senior years is fun,” says Rev. Richards. “Most years were spent learning what we had to learn for school and for work. But now, you are free to learn what you want for the pure joy of learning. The fact that there’s a health benefit is icing on the cake!”

The Highlands’ unique partnership with Alvernia University provides an exciting range of learning opportunities to residents. Because The Highlands has partnered with the Alvernia Seniors College, residents can attend the Seniors College for free – whether on the Alvernia campus or at The Highlands.



The partnership offers a wide variety of courses designed to expose our residents to new ideas and activities in a relaxed setting, without concern for tests, papers, grades or requirements. The Highlands also recently partnered with Alvernia to offer free housing in lieu of service time to two Alvernia students offering generational stimulation to residents.

Rev. Richards started at the Seniors College ten years ago and recently was awarded the St. Bonaventure Award for “high distinction in teaching” from Alvernia University.

“Teaching is fun, rewarding, fulfilling and a great way to stretch your brain,” he says. “I’m teaching history, which I didn’t know much about until I started learning about it. Now I get to share what I’ve learned with others who are there not because they have to be, but because they want to be.”

He adds, “People come here never having done half the stuff we have to offer at The Highlands, but when you open your mind and enjoy all life has to offer here, you’ll find you can do anything – and you’ll be healthier for it.”

Above: The Reverend Elton Richards

Socialization. It's fun – and it's good for you. Research consistently shows that socialization plays an important role in maintaining quality of life – especially for seniors. Seniors who have strong social networks seem to not only enjoy a higher quality of life, but they also tend to live longer and are healthier compared to those with little social support and engagement.

"More and more studies show that social well-being helps reduce the risk for a number of age-related conditions including Alzheimer's disease, osteoporosis, rheumatoid arthritis, cardiovascular disease and some forms of cancer," says Shirley Riegel-Ferreri, Manager of Residential Programming. "We are also seeing that loneliness and social isolation are linked to poor health outcomes and are major risk factors for morbidity and mortality."

The Highlands' resident and retired OB/GYN physician Dr. Tony Kleiner agrees, and says people who are lonely frequently suffer from depression and can experience more stress. "Loneliness is often a big problem for those who choose to live in an isolated home environment. They may not realize it's a problem, but it has a negative impact on cognitive skills and on the capacity to interact. The old adage is true: use it or lose it!"

Shirley adds that as we age it's especially important to meet new people, build new relationships and enjoy the far-reaching benefits of an active social network. "Many seniors today choose to live alone as long as their health permits, but this can be a concern since it increases isolation. This is never a worry at The Highlands because our residents have so many daily opportunities to stimulate their minds and engage with other people. These things are vital to overall well-being."

"Nothing compares to the social energy of The Highlands," says Dr. Kleiner. "There is always something going on here. From Wednesday social hours to a wide array of interesting programs, to parties and dances, to committees and lectures, to gardening clubs, residents can easily enjoy a

busy social schedule – both on and off campus. It's the perfect environment to make – and nurture – new connections and friendships while discovering new interests and hobbies.

"There's so much to focus on here that even if you have a health issue or concern, life here is a great – and healthy – distraction."

Dr. Kleiner says the most important piece of advice he can give to someone thinking about retiring to The Highlands is to time it right. "Get here when you're feeling good so you can take advantage of everything they have to offer."

The benefits of being socially active can only enhance life as we age," says Shirley. "At The Highlands, residents can be assured that we will keep them active and **ENGAGED** far into the future."

"Get here when you're feeling good so you can take advantage of everything they have to offer."

– DR. TONY KLEINER



Right: Dr. Tony Kleiner (kneeling) with Gardening Club

Frances Bishop works out every day – and it shows. "At 78, Frances is in better shape than most people who are significantly younger," says Jared Martz, The Highlands' Fitness Center Coordinator. "Most people think you can't increase your strength or improve your fitness level as you age, but you can. When you stay active and challenge your body, you can – and do – change and improve. Frances is proof positive."

"I don't call exercise working out. It's part of my life and always has been," says Frances. "One of the reasons I chose The Highlands for retirement living is because of its commitment to physical fitness and well-being. There are endless fitness opportunities here. Before I moved here, I didn't want to drive at night or gym hours didn't fit my schedule. Now I have easy access to exercise anytime I want."

From fitness classes and individual exercise, to campus walks, weight training, yoga and swimming, Frances says it's hard to choose a favorite physical activity. She does say, however, that one of her favorite aspects of exercising at The Highlands is that everyone is roughly the same age. "I love the camaraderie. Everyone is so nice and friendly. I especially like watching how much everyone improves and progresses as they keep at it – especially those who have never really exercised before."

Physical fitness is an important component of overall wellness and well-being at The Highlands. Each day, residents have the opportunity to participate in a variety of physical fitness classes including strength and weight training, balance, mobility, yoga, swimming, water aerobics, water sports, walking clubs – and so much more – all designed to encourage and promote active living and good health.

The fitness center features senior-friendly equipment, and classes are adapted to a variety of abilities. Supervised instruction is part of the experience. "Jared doesn't just show you how to do something. He shows you how to be efficient and get the most out of exercise," says Frances. "He shows us a better way to exercise so we don't risk injury."



Jared says at The Highlands, the physical well-being offerings go well beyond the fitness center, gym or pool. "We do everything we can to get residents up and moving," he says. "Think line and ballroom dancing, aqua Zumba®, water yoga, volleyball, walking. Even gardening is a way to stay active. We are always coming up with new programs. Now, for example, we're working on adding more recreational sports because the residents enjoy the social aspect of recreational sports. So even if you don't like 'traditional exercise,' there are plenty of other ways to make sure residents are up, moving and interacting with each other."

Jared adds that it's important to remember physical exercise is also a great workout for the mind. "Being physically active improves blood flow which can mean better cognition," Jared says. "Working out requires thinking, so you're getting a mental workout too, which is critically important as we age."

Jared adds that, in addition to the wide range of physical fitness/wellness programs offered at The Highlands, there is also a host of healthy-living programs and preventive health services, as well as on-site physicians' offices.

"Well-being is simply a way of life here at The Highlands," says Frances. "From the natural light that flows into the fitness center to the great views of campus from the pool to the nice people who surround you here, life at The Highlands lifts my spirits and there's nothing better than that when it comes to overall well-being."

Above: Frances Bishop

STATEMENT OF OPERATIONS

COMMUNITY BENEFIT REPORT

FISCAL YEAR ENDING JUNE 30, 2017

Residential	\$19,350,800
Personal Care	\$2,186,200
Nursing Care	\$5,614,700
Other Operations	\$1,516,200

TOTAL NET REVENUE \$28,667,900

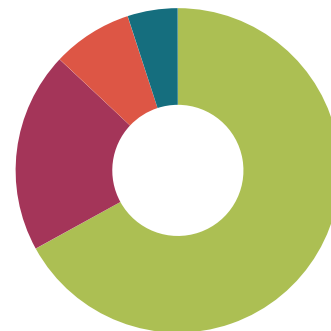
Salaries and Wages	\$9,647,800
Other	\$4,996,300
Employee Benefits	\$3,759,200
Depreciation and Amortization	\$3,731,600
Contract Services	\$2,162,900
Real Estate Taxes	\$1,534,800
Interest	\$1,196,800

TOTAL EXPENSES \$27,029,400

Net Income/(Loss) from Operations	\$1,638,500
Investment Return	\$2,979,300
Other Non-Operating Income	\$94,000
Unrealized Gains (Losses) on Investments	\$2,723,100

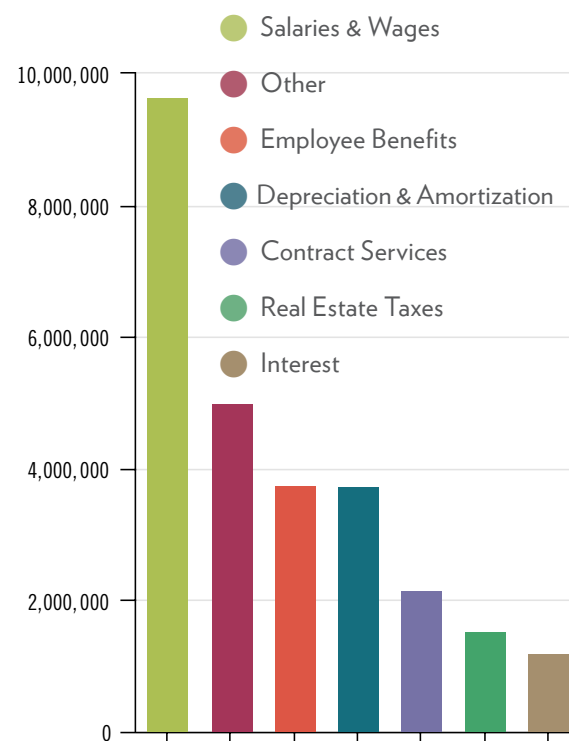
CHANGE IN UNRESTRICTED NET ASSETS/(LIABILITIES) \$7,434,900

SOURCES OF REVENUE



- Residential (67%)
- Nursing Care (20%)
- Personal Care (8%)
- Other Operations (5%)

OPERATING EXPENSES



DIRECT RESIDENT CARE

Uncompensated Benevolent Care

\$192,719

Support provided to residents who, through no fault of their own, no longer have sufficient resources to pay for the services that they receive.

Bad Debt

\$48,611

The cost of providing care to those residents we believe likely would have qualified for financial assistance under our charity care policy.

COMMUNITY IMPROVEMENT SERVICES

Real Estate Taxes

\$1,534,753

The Highlands is a non-profit organization but recognizes the importance of supporting the services provided by the community of Wyomissing by paying real estate and school taxes.

Financial and In-Kind Donations

\$160,139

Contributions made by The Highlands and its employees to non-profit organizations. In-kind donations include cash, employee hours, use of meeting space, equipment and cabinetry to local community organizations and more.

Patient Care Community Services

\$13,541

Employee hours donated to the community while on payroll to support blood drives, flu shot clinics, Berks Women in Crisis, Bridge of Hope® and Greater Berks Food Bank.

Community Health Education

\$80,690

The usage of The Highlands meeting rooms by outside organizations, including Reading Health System, Berks Encore, Alvernia University, Reading Area Community College, United Way of Berks County and other community health organizations.

Resident Volunteer Contributions

\$28,619

Meeting rooms used by residents for volunteer activities that support outside organizations such as Berks Women in Crisis and Reading Health System.

COMMUNITY BENEFIT TOTAL – FISCAL YEAR 2016–2017 ... \$2,059,072



MISSION

To enrich the lives of senior adults through sponsorship of a high-quality, non-profit Continuing Care Retirement Community.



VISION

Our community sets the standard of excellence in retirement living by providing exceptional quality of life, security and value.



CORE VALUES

- Community Spirit
- Quality Commitment
- Innovation
- Financial Responsibility
- Team Spirit



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