



THERE'S

# *No Place Like*

MAPLE KNOLL COMMUNITIES

2011 ANNUAL REPORT



MISSION STATEMENT:

The mission of Maple Knoll Communities, Inc. is to be a growing provider of outstanding facilities and services for the aging within the TriState area which allows those we serve to thrive in a safe, stimulating, and dignified environment. This will be accomplished through the practice of responsible fiscal stewardship.

**Cover Model:** Knolls of Oxford Resident Dorothy Samter and her dog Casey, winners of The Knolls of Oxford Dog Show category "Me and My Shadow"

**Back Cover Foot Model:** Meera Shah, 6, second year student at the Maple Knoll Child Center.



PROLOGUE  
*From Our CEO and Chairman*

*This past year has been one of challenge, introspect and change, but Maple Knoll Communities has stayed true to its mission. Like the overlying theme to the movie "Wizard of Oz," we strive to be self-sufficient and continue to provide for the residents, clients and members we serve.*

**WE HAVE COURAGE:**

Our fiscal year brought challenges to educate and inform government officials on the importance of fair and just Medicaid reimbursements. With the proposed biennial budget, Maple Knoll Communities was set to receive Medicaid reimbursement cuts of nearly 25%, the second largest reduction of any not-for-profit skilled nursing facility in the state. In an effort to combat this, our executive team spent months educating state and local officials on ways to fairly disperse Medicaid cuts across the industry, to include for-profit and non-profit providers. A stop-gain/stop-loss mechanism or across-the-board reductions were presented as equitable measures to take when considering reductions.

The budget was passed in July and numbers came in slightly lower, but Maple Knoll Communities as a whole will lose more than \$3.5 million over the two-year span. Education continues to be a priority to restore some version of the stop-loss concept for FY 2013.

Maple Knoll Communities will not behave as the Wizard of Oz and hide behind smoke and mirrors. Our organization, and our industry as a whole, is crying for an advocate. Maple Knoll Communities will assume that role and continue to be that voice to local and state officials.

**WE HAVE A BRAIN:**

Subtle changes have been happening in order to combat our recent cuts, but also to make the organization more self-sufficient. The MK Pharmacy, LLC is our pharmacy prescription program and will soon serve not only residents, but staff as

well. Our therapy team became part of the Maple Knoll Communities family. Both our skilled nursing staffs at The Knolls of Oxford and at Maple Knoll Village implemented 12-hour shifts. These moves not only helped our bottom line, but we have seen an improvement in patient care with no increase to patient costs.

Other contracts have been renegotiated to lessen expenditures. Each and every department throughout the organization is working hard to save needed monies while continuing to provide quality products and services for our residents, clients and members.

**WE HAVE A HEART:**

Every year we continue to be amazed by the volunteers, staff, donors and advocates of our organization. Their dedication to our mission, and the unconditional love and support this group provides has been our pillar of strength for more than 160 years and will continue to be our "Great and Powerful Oz" for many years to come.

While there is no yellow brick road to lead us to the perfect answers, we continue to let our mission be our guide. We will serve our residents, clients and members, with responsible fiscal management and the love and compassion they deserve.

After all, there's no place like home.

James M. Formal,  
President and CEO

Steven L. Brash,  
Chairman of the Board  
2010-2013



CHAPTER 1  
*There's No Place Like Maple Knoll Communities*

*"There's No Place Like Home... There's No Place like Maple Knoll Communities."*

*This direct quote comes from Maple Knoll Village resident ambassador Emmet White when he speaks with potential new residents. The way his face lights up when he talks about his experiences with Maple Knoll Communities tells it all.*

**MAPLE KNOLL VILLAGE**

*"...if I ever go looking for my heart's desire again, I won't look any further than my own backyard..." - Dorothy*

Residents of Maple Knoll Village understand this quote, maybe even more than Dorothy. Many have stated, "I wish I had moved here sooner!" With the amenities, activities and care available, all your retirement needs can be met in your own backyard.

In 2011, Bodmann Pavilion, the skilled nursing and rehabilitation facility at Maple Knoll Village, received a perfect state survey with zero deficiencies. Less than 5% of facilities in the state of Ohio have this A+ rating, confirming what residents already know, Maple Knoll is a quality place to call home.

To expand on quality, major changes occurred at Bodmann to benefit the residents, including restructuring the skilled nursing shifts for consistency in resident care. Maple Knoll's Food Service Department and Environmental Services team renovated current pantries and tray service to make skilled nursing and rehabilitation more like home. Residents are now served directly from on-floor kitchens with china and cloth napkins reflecting a home-cooked meal.

Every home has someone who sees the bigger picture and provides what is most needed. At Maple Knoll Village, that group is the Maple Leaf Auxiliary. Since 1979, the Maple Leaf

Auxiliary has been sponsoring gifts to benefit the residents. This year \$13,925.00 in gifts were given to purchase a podiatry chair for the clinic area and partial funding for a 10 passenger mini-bus. Monies came from the Holiday Bazaar, Gift Shop, ReRun Shop and various fundraisers throughout the year.

Good food in a comfortable environment is the key to a happy home. The Maple Knoll Village Food Service Department continues to provide excellent nutritional options in elegant settings for residents and guests. This past year, both the Beecher dining room and the Manor House Restaurant received commendations of Six Star Awards from the Springdale Board of Health. Recipients of this award must have Managers certified in food safety and receive top inspections without the need for follow-up. Maple Knoll boasts 2 out of the 7 establishments recognized.



Faith is ever present in a happy home and thanks to the Spiritual Care Department our residents can celebrate their spirituality. The

Whether you are a client in one of the outreach services provided by Maple Knoll Communities or a resident in one of our continuing care communities, you understand the theme of this annual report better than anyone. You know firsthand the safety, security, comfort and joy that Maple Knoll Communities brings to the lives of older adults.

And, although there is no great and powerful wizard to show us the way, we continue to strive to use courage, wisdom and intellect as a guide to fulfill our mission. Read on to see how this year, we have proven, "There's No Place Like Maple Knoll Communities!"



Spiritual Care Department celebrated its 15th anniversary September 18, 2011. Maple Knoll Village's first Chaplain, Rev. Dr. Jim Graham, was the guest speaker at the anniversary celebration. The two chaplains for Maple Knoll Communities have served the organization a total of 26 years and truly value the spiritual lives of our residents, families, and staff.



Joy and laughter with friends and loved ones truly makes a home complete. The Activities Department at Maple Knoll Village continues to provide unique and stimulating activities to give residents the opportunities they may have never had before. This past year's lectures, educational programs, parties, cultural outings and more remained popular with the residents. In response to resident requests, ziplining and the Richard Petty NASCAR driving experience were offered. Residents who chose to participate enjoyed an instructional and safety lesson before ziplining in Ohio. All enjoyed the experience and several said they would try it again. Residents participating in the NASCAR experience had a safety lesson, suited up and climbed into the passenger seat of a race car. Driven by a racing professional, they traveled over 160 miles per hour around the racecourse at Kentucky Speedway. Others preferred watching from the stands and taking a spin around the track on the 'big bus.' The day sped by and was enjoyed by all.

## THE KNOLLS OF OXFORD

*"...dare to dream, because dreams really do come true." - Dorothy*

Dreams are achieved each and every day at The Knolls of Oxford. Residents dream of coming back to their alma mater, becoming immersed in the life they remember from college years and doing all the things they had hoped in retirement.



One part of those dreams is to get more involved with Miami University. This past year The Knolls of Oxford and Miami University had another affiliation signing. This is the third renewal of the agreement that was first signed in 2005. The affiliation, signed by Maple Knoll Communities Board Chairman Steve Brash and Miami University President Dr. David Hodge, promotes a give and take relationship. More than 50 students volunteer annually at The Knolls, and they can be seen throughout campus in marketing, therapy, skilled nursing and assisted living. These students come from departments like Microbiology, Pre Med, Psychology and Family Studies to Marketing and Kinesiology. Brad Bates, MU Athletic Director, spoke during the event on the importance of partnership. Judson Horras, Administrative Secretary for the Beta Theta Pi's, also spoke on the relationship the Beta's have with The Knolls and its significance. The Alpha Chapter of Beta Theta Pi Fraternity enchanted guests with a few songs to cap off the evening.



Most of us never dream to celebrate birthdays past 100, but this year, The Knolls of Oxford celebrated the birthdays of three centenarians in Assisted Living: Lucy Ewbanks (105), Anne Brown (100), and Florence Gossman (100). Congratulations!

Activities at the Knolls of Oxford are exciting beyond your wildest dreams. This year The Knolls hosted its first ever Dog Show. There were three categories 1) Mr. and Mrs. Personality- winner was Stan Reed with Kaylee, a Cocker Spaniel. Stan's mother, Dorothy Reed, is a resident in skilled nursing. 2) Cutest- winner Donna Nixon with Buddy, a Border Collie; Donna is the niece of Elva Nixon, a resident in Assisted Living 3) Me and My Shadow - winner Dorothy Samter, an independent living resident (see cover photo). She dressed as Dorothy, from Wizard of Oz, with her dog Toto (Casey), a schnoodle. Thirteen dogs competed. The Knolls very own facility dog, Leno, acted as the Grand Marshall of the event.

Once again, The Knolls celebrated its Grandparents Day Fair. Resident Virginia Summer and employee Della Abrams were winners of the pie contest. Attendees enjoyed a dunk tank, cotton candy, snow cones and carnival games. Volunteers from the Miami University hockey, swim and tennis teams, as well as some fraternities, helped to make the event a success.



Living at The Knolls is like coming home again. The Knolls has a villa called the Miami model on campus. This model offers prospective residents the opportunity to come back and visit campus and re-live memories at Miami University to truly see what life would be like if they moved back and lived at The Knolls.

## VOLUNTEERS

*"A heart is not judged by how much you love, but by how much you are loved by others."*

*- Wizard of Oz*



For 160 years, volunteers have been a vital component of Maple Knoll Communities. On a picturesque autumn day volunteers from Sycamore Senior Center, WMKV 89.3FM, Maple Knoll Meals on Wheels and Maple Knoll Village gathered on the village green on the Maple Knoll campus and enjoyed a heartfelt appreciation party. These volunteers are truly what makes Maple Knoll Communities so much like home. They give their time and hearts to love older adults in need of assistance.



At The Knolls of Oxford, volunteer students from Miami University gave of their time. Student athletes helped with events such as Grandparents Day. The Alpha Delta Pi sorority participated in Bingo and spent time with Health Care Pavilion residents. The wonderful relationship The Knolls has with MU Gerontology students brought the Opening Minds Through Art and Time Slips programs to campus. Both programs have made a huge impact on residents since 2008.

### SYCAMORE SENIOR CENTER

*"Find yourself a place where there isn't any trouble." - Auntie Em*



For older adults in the community still living at home, Sycamore Senior Center offers the perfect location for them to remain active and thriving. The Center is an outlet for friendship, collaboration and services. Sycamore now serves 36 communities in the TriState area. In the past year, the Center served 8,063 congregate meals and 9,234 deli meals. Volunteers and staff provided nearly 77,000 home delivered meals and 10,720 trips/rides to medical and non-medical appointments, including grocery runs.



The need for a special place for those living at home can be seen in the sheer membership numbers and participation in events. This past year, the center grew to 3,067 members, this is an increase of nearly 5.7%.



During the Annual Membership Appreciation Dinner, members celebrated the 40th anniversary of Sycamore Senior Center. Center founders, Mary Jane Flege and Joan Rebeck, shared their stories of creating the first multi-purpose senior center in the Cincinnati suburbs.

The collaboration with Xavier University's Co-Mentoring Project continued to pair older adults with Psychology students. Intergenerational programs included the ever popular Adopt-A-Senior-Day with Sycamore Jr. High and the annual Grandparents Day celebration.

Fitness programs were very popular at the center this year. Sycamore offered a variety of dance and exercise classes every day of the week, including new programs featuring Dare To Dance Studio and Gentle Yoga.



The center stepped up Community Health Services and prevention screenings by offering an even wider variety of programs. Collaborations with local health providers and other non-profit organizations helped bring programs such as Healthy-U, AARP Driver Safety, Mobile Mammography, Center For Balance, Joint Therapy, and an evening caregiver support group. Members were offered various screenings for vision, hearing, diabetes and other diseases.

### MAPLE KNOLL WELLNESS CENTER

*"Look for your heart's desire." - Wizard of Oz*

Residents and community members alike have found a place to do hard work and heart work in all areas of wellness at the Hemsworth Wellness Center.

This year, the Hemsworth Wellness Center staff facilitated more than 350 personal training appointments and offered 25 different land and aquatic classes each week.



Thanks to a generous contribution from John Hughes, a Maple Knoll Village resident, The Hemsworth Wellness Center premiered Activtrax, a computer based fitness program. The Wellness Center is the first retirement community in the United States to use this exciting technology! Activtrax creates workout prescriptions based on exercises and weight equipment available at the center either with personal training or on an individualized basis in order to stay active and healthy.

The loving hearts of employee members are important as well. This year The Hemsworth Wellness Center created a 24 Hour Wellness Center for Maple Knoll Village employees. This benefit encourages employees to take care of themselves so they can better care for residents and clients.



Team members at The Wellness Center incorporated ipads into individualized personal training sessions. With this real-time dashboard of wellness activity, the participant has a clear view of their baseline, the progress they have

made, and where they're heading. With the member's permission, families will be able to track the progress of a loved one. This is really taking fitness to heart.

### MAPLE KNOLL HOME HEALTH *"... and I'm not gonna leave here ever, ever again." - Dorothy*

Many older adults want to continue to live in their own homes as long as possible and Maple Knoll Home Health makes it possible. This past fiscal year, Home Health provided certified care to 544 patients.



Education was a primary focus this past year. Clients, spouses and caregivers learned how to successfully manage patients' chronic illnesses (heart failure, diabetes, hypertension, COPD, renal failure, cancer, etc). Maple Knoll Home Health strives to leave a discharged patient better able to self-manage their chronic disease(s) and assure they know when and how to call for help. This process allows clients to live happily in their homes and prevents re-hospitalization.

### MAPLE KNOLL CHILD CENTER *"Because, because, because, because, because, because of the wonderful things he does!" - Munchkins*

There may be "No Place Like Home", but the next best thing for children in surrounding communities is Maple Knoll Child Center. Where else can a child attend school in a wonderful



nurturing environment, learn and get to play with their five grandpas and six grandmothers? Last year the Child Center had more than 60 planned intergenerational activities with 'grand-friends'. The activities included games like Balloon Toss, Ring Toss, and Horse Racing. The children also joined residents to bake cookies, make crafts for the Holiday Bazaar, create art projects, and a favorite activity for Breese residents...decorating the patio with sidewalk chalk.

The laughter of the residents and children playing together is a welcoming sound that fills the hallways of the Village. It is amazing how giving and generous children are with the residents; our "munchkins" have the feeling of playing with their own grandparents.

There's a sense of excitement in the air when the children visit the residents. Working with children provides residents a wonderful sense of accomplishment and fun at the same time. Not only is there "no place like home", there is no place like Maple Knoll Village!

### HUD OPERATIONS

*"What happened, was just this..." - Dorothy*

The Meadows, Mt. View Terrace and Corbly Trace saw improvements the past year. Simply put, each housing property updated common areas. Residents enjoy community spaces and new televisions, giving them the opportunity to interact and participate in events like Wii bowling tournaments or to enjoy having social time together.



In addition, our senior housing entered the world-wide-web with a new website promoting our communities, [www.mkcseniorhousing.org](http://www.mkcseniorhousing.org)

### WMKV 89.3 FM *"Let the joyous news be spread!" - Munchkin Mayor*

WMKV, 89.3FM makes home cozier for more than 25,000 radio listeners every week and thousands more around the globe via the Internet. WMKV continues to be Cincinnati's premiere local radio station for seniors and families and now boasts regular listenership from ages 30-100. WMKV indeed is "your 24 hour radio companion" providing entertainment and information for the active listener.

WMKV's foundation is the Great American Song Book, Standards, Big Bands, and Oldies from the 1950's and 60's, as well as the classic radio comedies and dramas. WMKV continues to lead local stations in the amount of time that people spend listening to the station. An increasing number of people age 30-55 are now being exposed to public radio from Maple Knoll Village, the only retirement community to own a full fledged radio station! A true Greater Cincinnati resource, WMKV presents virtually all locally produced programs, many by volunteers. And, a partnership with Cincinnati's top rated TV news station Local 12 simulcasts each weekday from 6-8 am and 6-6:30 pm.

Wmkvfm.org sends its hometown feel around the world and has been adopted as a "local" station by listeners from Europe, Asia, and all over the U.S. WMKV delivers valuable information on health, estate planning, antiques, pet care, real estate, and more. It provides a window on the world with local institutions such as Cincinnati Museum Center, Cincinnati Ballet, and the Hamilton County Park District. In the last year, WMKV joined with Pro Seniors to bring the Medicare Fraud Prevention Forum event to Maple Knoll Village for the second straight year. WMKV's Mike Martini, brought home the Ohio Society of Professional Journalists Producer of the Year Award for the third consecutive year. The station prides itself in truly being everyone's radio companion!



CHAPTER 2  
*Caring is Everything*

*This past year, to celebrate employees, Maple Knoll Communities welcomed a new Hall of Honor. Employees recognized on this wall have served Maple Knoll Communities for 15 years or more. This wall was renovated and updated thanks to the generous contributions of anonymous donors who understand that a happy home is the only place to live!*



The employees of Maple Knoll Communities are truly a very special group. Their dedication to the mission of our organization and their love for our residents, clients, patients and members is unmatched in the industry.

It is not just a job for our employees - it is truly a home away from home. Of the 529 full and part time employees for Maple Knoll Communities, more than 94 percent have been with the organization for five or more years. Nearly 50 percent have been here 10 or more years. The employees of Maple Knoll Communities are not only dedicated to residents and clients, but to older adults in general.



**Ann Jackson:** Housekeeping



**Mary Johnson:** Maintenance



**Bertha McClain:** Business Office



**Diann Schubert:** Clinic



**Carol Ward:** Food Service

Not pictured, but also celebrating 15 years:  
**Tamara Blackwell:** MKV Assisted Living  
**Tracey Fullman:** MKV Nursing  
**Cynthia Holloway:** Sycamore Senior Center



For many years, the vision of the Maple Knoll Spiritual Care Department was to enhance the quality of resident life by creating sacred spaces. Thanks to a generous gift from Hoyt Chaloud in memory of his dear wife Fran, the Chapel on the Green, Sacristy and Tranquility Garden are now sacred spaces where the heart and soul encounter the Divine Presence. Mr. Chaloud's spirit of giving will touch the lives of residents, staff and visitors for generations to come.



## CHAPTER 3 Financials

### MAPLE KNOLL COMMUNITIES, INC AND SUBSIDIARIES FISCAL YEAR ENDING JUNE 30, 2011

#### BALANCE SHEET

Assets		Liabilities	
Cash	3,830,005	Current Portion L.T. Debt	3,762,790
Accounts Receivable	3,395,206	Accrued Wages and Benefits	2,577,798
Entrance Fee Notes Receivable	1,117,508	Lines of Credit	2,500,000
Other Current Assets	880,264	Accounts Payable	2,797,897
<b>Total Current Assets</b>	<b>9,222,983</b>	Refundable Life Usage Fee	2,887,692
Investments		Current Portion Ent. Fees, Obligations	1,713,932
Limited by Board of Directors	19,020,901	Other Current Liabilities	1,263,684
Limited by Bond Trust Indentures	232,615	<b>Total Current Liabilities</b>	<b>17,503,793</b>
Restricted by Donors	10,476,632	Long-Term Debt	61,223,229
Property, Plant & Equipment	98,391,877	Capital Lease Obligation	0
Other Non-Current Assets	4,906,561	Estimated Entrance Fees Refundable	6,490,609
		Unamortized Entrance Fees	19,944,235
		Other Non-Current Liabilities	4,737,201
		<b>Total Liabilities</b>	<b>109,899,067</b>
		Unrestricted Net Assets	21,050,081
		Restricted Net Assets:	
		Temporarily	884,637
		Permanently	10,417,784
<b>Total Assets</b>	<b>142,251,569</b>	<b>Total Liabilities &amp; Net Assets</b>	<b>142,251,569</b>

### STATEMENT OF OPERATIONS BY FUNCTION YEAR ENDED JUNE 30, 2011

	Maple Knoll Village	Knolls of Oxford	Community Services	Consolidated
Resident/Client Revenues	28,499,411	9,944,144	2,708,039	41,151,594
Other Operating Revenues	1,135,386	116,705	1,586,696	2,838,787
<b>Total Service Revenues</b>	<b>29,634,797</b>	<b>10,060,849</b>	<b>4,294,735</b>	<b>43,990,381</b>
Contributions	413,855	34,424	356,552	804,831
Investment Income	2,052,815	1,229,572	66,544	3,348,931
<b>Total Revenues</b>	<b>32,101,467</b>	<b>11,324,845</b>	<b>4,717,831</b>	<b>48,144,143</b>
Salaries & Wages	10,102,890	3,824,672	1,693,820	15,621,382
Employee Benefits & Payroll Taxes	2,997,486	957,011	446,588	4,401,085
Supplies & Expenses	8,357,017	3,750,287	2,217,032	14,324,336
Administrative Expense	2,808,199	963,487	336,288	4,107,974
Depreciation	4,071,854	1,548,101	240,244	5,860,199
Interest Expense	1,351,910	1,619,560	185,572	3,157,042
<b>Total Expenses</b>	<b>29,689,356</b>	<b>12,663,118</b>	<b>5,119,544</b>	<b>47,472,018</b>
Accounting Income/(Loss)	2,412,111	(1,338,273)	(401,713)	672,125
Add Back Depreciation	4,071,854	1,548,101	240,244	5,860,199
Net Cash Flow	6,483,965	209,828	(161,469)	6,532,324



**Robert A. Yearout, Ed.D.**  
April 9, 1942 to January 13, 2011

Maple Knoll Communities lost a valued member of its Board of Directors this past year. Bob Yearout volunteered on the board from 2006 until his passing. He served on the Human Resources Committee, Board Resources Committee and chaired the Corporate Fund Advancement Committee and Annual Fund Committee.

He will be greatly missed, not only at Maple Knoll, but by all that had the honor to know and work with him.

*"When Bob spoke, everybody listened. And, it was worth listening to."* –Jim Formal



James M. Formal, Ex-officio

CHAPTER 4  
*There's No Leadership Like Our Leadership*



**Steven L. Brash**  
Chairman



**Steven A. Wilson**  
First Vice Chairman



**Ronald L. Wiley, Ph. D**  
Second Vice Chairman



**William B. Brown**  
Secretary



**Gary "Doc" Huffman**  
Treasurer

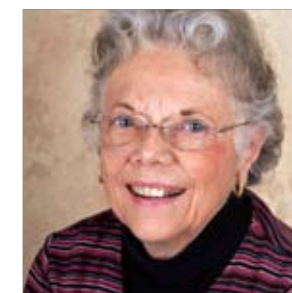
**DIRECTORS**



Thomas E. Dewey



Diane Y. Dumbauld



Anne G. Feuer



P. Jeane Goings



Ann Huffman



Marilyn P. Kremzar



Richard M. Norman



William S. Ostrander

## THE KNOLLS OF OXFORD ADVISORY BOARD

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**Chairman**

Jenny Davis  
**Vice Chairman**

Pat Baugher  
Karen Burnard  
Bob Coley  
Dennis Deahl  
Tom Dierling  
Phyllis Hollenbaugh  
Peter Magolda  
Richard Norman  
Joan Potter-Sommer  
\*Tim McGowan

## TRUSTEE EMERITI

Mr. J. Wickliffe Ach  
Mr. Peter A. Alpaugh  
Mrs. Cornelia H. Asbury  
Mrs. Zoe W. Ashley  
Dr. Sheila J. Atchley  
Ms. Nancy DeCamp Bahlman  
Mr. Oliver L. Baily  
Dr. Bill F. Balzano  
Mrs. Mary M. Besanceney  
Mr. John R. Brooks  
Mr. Frederick F. Brower  
Mr. Jack E. Brown  
Mrs. Frances A. Browne  
Mrs. Martha L. Burchenal  
Mr. and Mrs. David O. Cawdrey  
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Mr. James M. Coombe  
Mrs. Caroline H. Davidson  
Mr. Roger W. Dean  
Mr. Daryl J. Demo  
Mr. Howard Ecker, III  
Ms. Margaret Fanella  
Mrs. Katherine S. Ficks  
Ms. Clarice P. Fooks  
Ms. Elizabeth N. Forker  
Mr. William C. Gamble  
Mrs. Mary Blair Garvey  
Mr. Dean R. Gaudin  
Mrs. Nancy Geiler  
Mr. John M. Green  
Mr. Frank T. Hamilton, III  
Mrs. C. L. Harrison, III

Mrs. Patricia J. Havlik-Stern  
Mr. Thomas C. Haydock, Jr.  
Mr. William S. Helton, Jr.  
Mrs. P. David Herrlinger  
Mr. Grant V. Hesser  
Mr. Michael A. Hirschfeld  
Mr. Walter P. Johnston  
Mr. Alex H. Keller  
Elmore A. Kindel, Jr., M.D.  
Mrs. Margaret W. Kite  
Mr. Robert L. Kreidler  
Ms. Emily Allen Laffoon  
Mr. Joseph Landen  
Joseph Lindner, Jr., M.D.  
Mr. Jonathan R. Lippincott  
Mrs. Mary T. Mahler  
Mr. Terry G. Marty  
Mrs. Malcolm N. McElroy  
Mrs. Kathryn B. McGrew  
Mrs. Judith S. McKinney  
Mrs. Jonny McSwain  
Mrs. Ann Mootz  
Mr. Marti Morrison  
Mrs. Louise D. Nippert  
Mrs. Audrey O'Connor  
Mrs. Jack B. Pancero  
Mr. and Mrs. Lauren Patch  
Mr. James L. Pease, III  
Dr. Bernard F. Phelps  
Mr. Jerry P. Pietch  
Mr. Barry S. Porter  
Mrs. Nancy Lee Preston  
Ms. Nancy Robert  
Mr. J. Jay Rowe, III  
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Mr. Arthur R. Schiltz  
Mrs. Virginia E. Schott  
Mrs. Anne M. Taylor  
Ole J. Thienhaus, M.D.  
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Mr. Alfred Tuchfarber  
Mr. Cedric W. Vogel  
Mr. Gary B. Volz  
Mr. Clifford P. Wagner  
Mr. Robert Walker  
Mr. Frederick O. Ward  
Ms. Marion E. Wrenn  
Mr. Drausin F. Wulsin

## ADMINISTRATION

James M. Formal  
**President and Chief Executive Officer**

Beth Bolin  
**Vice President of Human Resources**

Rose M. Denman  
**Vice President of Marketing & Development**

Kelley Hayes  
**Vice President of Health Care Services**

Nancy Hendricks  
**Controller**

Kenneth W. Huff  
**Executive Vice President & Chief Financial Officer**

Timothy P. McGowan  
**Vice President/ Executive Director,  
The Knolls of Oxford**

Shirl Miller  
**Executive Assistant**

## MAPLE KNOLL COMMUNITIES STAFF

Steven Copeland  
**Director, Spiritual Care & Ethics Services**

Andy Craig  
**Director, Information Systems**

Megan Gresham  
**Director, Corporate & Referral Development**

Becky Schulte  
**Director, Communications**

## MAPLE KNOLL VILLAGE STAFF

Shelley Acus  
**Director of Nursing**

Sue Durham  
**Director, Environmental Services**

Meri Fox  
**Director, Child Center**

Mary Kammer  
**Director, Volunteer Services**

Aimee Knowlton  
**Director, Assisted Living/Village Care**

Jon Williamson  
**Director, Hemsworth Wellness Center**

Lynette Peterson  
**Director, Food Services**

George Zahn  
**WMKV 89.3 FM Station Director**

## THE KNOLLS OF OXFORD STAFF

Timothy P. McGowan  
**Vice President/Executive Director**

Terri Abernathy  
**Director, Environmental Services**

Paul Harville  
**Director of Nursing**

Suzanne House  
**Activities Director**

Scarlett Kilgore  
**Director, Program Services**

Gaye Stephenson  
**Director, Clinical Services**

Kelley Needham  
**Executive Assistant**

Vicky Trostel  
**Independent Living Social Director**

Michael Williams  
**Director, Food Services**

## COMMUNITY SERVICES STAFF

Julie Cox  
**Controller**

Diane McClain  
**Director, Home Health Services**

Jane Lloyd  
**Director, HUD Operations**

Joshua Howard  
**Director, Sycamore Senior Center**

CHAPTER 5  
*Our Donors are Magic*

*At Maple Knoll Communities, we are fortunate to have 25 caring individuals who have furthered the work of our organization. These volunteers served as Giving Circle Leaders for our annual fund campaign. Alone, each person has made a significant impact, collectively, they have the power to make miracles happen. Their support ensures that our mission of providing quality care and services to older adults will endure well into the future.*

*With a campaign goal of one million dollars, the annual fund drive raised \$1,295,493 from 2,306 donors.*

The ability to touch the lives of others in a positive manner is something that Maple Knoll Communities strives for every day. We witness the positive difference that just one person can make in the life of someone else – a testament to the power of compassion, the power of caring and the power of generosity.

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