



new horizons



2017 ANNUAL REPORT

new horizons

From Our President and Board Chair

In 2016, MHS assessed its need to grow and adapt to the ever-changing environment of health and human services. This year, we resolved to move forward: 2017 was a season of embracing progress and celebrating change, even as we remained steadfast in our pursuit of Christ and our efforts to embody Anabaptist values.

In March of 2017, MHS welcomed two new board members, Jen Foster and Jeremy Kauffman, both of whom were unanimously approved at our Members Meeting. Soon after, the Board of Directors made the bittersweet announcement that President/CEO Rick Stiffney would be concluding his service with MHS in 2018, after 20 years of exceptional leadership. A dedicated search committee diligently sought out Stiffney's successor, naming Karen E. Lehman as future CEO. In the fall, MHS accepted more change, bringing in a communications firm to publish a new website and improve member connections. Further, Alisa Miller assumed additional responsibility as Director of the consulting practice, Tim Ficker moved on from MHS Consulting, and Emerson Leshner retired as president of Anabaptist Provider Group.

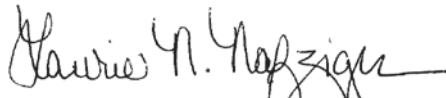
These are just a few of the many changes brought about in 2017. Still, we continued to strive for excellence: MHS sponsored programs and events, provided resources and development tools, supported its member organizations, and persisted in our efforts around the globe, maintaining partnerships with organizations from China to Lebanon.

Undoubtedly, 2018 will bring its own share of opportunities and difficulties. Despite that, we rest confidently in Christ. With a new CEO at the helm, MHS welcomes fresh possibilities and adventures as we navigate these uncharted waters.

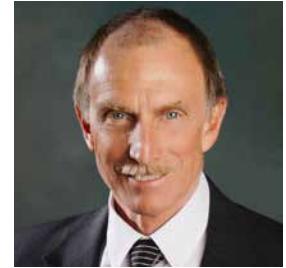
We certainly have bright hope for the new horizon that tomorrow brings!



Rick Stiffney, President/CEO



Laurie N. Nafziger, MHS Board Chair



Rick Stiffney



Karen Lehman



Laurie Nafziger

supporting leaders

As a network of leaders, we know that we make each other stronger with each step forward. MHS is pleased to support that effort by offering resources designed to equip you for the journey ahead.

MHS Valued Leadership Webinar

Last year brought our second season of the Valued Leadership Webinar Series. This tremendously successful resource examined the '4 C's' of leadership: character, collaboration, culture and change.

Led by then MHS Senior Vice President, Emerson Leshner, and Vice President of Admissions and Financial Aid at Hesston College, Rachel Swartzendruber Miller, these bite-sized sessions have been an invaluable aid in developing leadership skills specifically designed for busy leaders.

The 35-minute sessions were attended by 92 individuals over the course of the year.

Further leadership resources are available on valuedleadership.org, a website created to highlight the unique gifts Anabaptism offers to organizations and leaders.

Values-based Leadership Program

The Values-based Leadership Program is a joint initiative of eight organizations, including MHS and Everence. Designed for new executives or rising leaders within the organization, the program focuses on developing self-awareness and skills for leading a team with an Anabaptist perspective.

2017-2018 Values-based Leadership Program was held October 4-6, 2017, and February 21-23, 2018. Attendees participated in interactive discussion and activities targeting self-awareness and exploring what effective leadership means in today's challenging work environment.

Registration is now open for the 2018-2019 class.

supporting leaders



Emerging Leaders of 2017

Emerging Leaders

A new leadership program made its debut in 2017 when MHS asked members to nominate young, talented, professionals to attend Mennonite Health Assembly in Jacksonville, Florida. Scholarships were awarded to seven emerging professionals, giving them the opportunity to network with industry experts and participate in Assembly's workshops and events.

"It was refreshing to see so many like-minded people networking and encouraging one another," said Daisha Nelson-Walker, one of the young professionals in attendance.

"What is Assembly all about? It's about equipping the leaders that are carrying out the mission of the institution.

That's what MHS is about."

– Mim Shirk
in an article featured
in *Connections*.

Tigest Alemu, Tim DeLuca, Alita Yoder Funk, Emily Messner, Calla Patka, and Daisha Nelson-Walker formed the 2017 team of Emerging Leaders, sponsored by Brook Lane, Frederick Living, Living Branches, Greencroft Communities, Mennonite Home Communities, and Menno Haven.

The Emerging Leaders program has continued in 2018.

Executive Circle

Executive Circle is a one-year program that invites CEOs to develop a trusted, supportive network to share the challenges they face. In 2017, seven CEOs participated Executive Circle, which was facilitated by then MHS Senior Vice President, Emerson Leshner.

serving organizations

MHS continues to serve its organizations in a variety of ways, striving to offer the best in consultations, leadership development, strategic planning, executive searches, transitional aid, and more.

MHS Resources

Which MHS resources do you find yourself referencing most often? In 2017 MHS continued to host an abundance of programs and events for member organizations, as well as regular member news and a library of blogs on relevant topics like “Governance” and “Board Member Recruiting” on the new MHS website.

Exclusive Access and Discounts

Is your organization taking advantage of the discounts offered by Care Purchasing Services (CPS) for MHS members? In 2017 MHS finalized a special agreement with CPS that enables member organizations to receive exclusive access to discounts on products and services.

“Our vendors specialize in the tools your communities need for day-to-day operations,” said Client Account Manager, Erica Azarigian. “We provide access to an extensive national list of vendors...food service, medical supplies, administrative assistance, IT, office supplies, maintenance and more.”

Coverage, Customized

MHS is always seeking to meet our member organizations’ needs, which is why it was announced that MHS would expand The Medical Expense Plan in 2017.

Administered by Everence, The Plan serves members’ needs for employee medical insurance. It operates on a self-funded basis with a low cost structure designed to enable member organizations to help each other improve employee health and manage healthcare costs.

MHS members with at least 25 covered employees can now participate in this self-funded plan.

a global perspective

Whether at home or abroad, MHS believes that developing relationships with other communities, cultures, and countries is key to our shared success. We welcome any opportunity to share ideas and serve others, from Goshen, to Mzaar, to the ends of the earth.

MHS Serves as Resource to Emerging Group in Lebanon

Lebanon—a war-torn country that has suffered decades of tension, conflict, and turmoil. Home to only 53 long-term care facilities, Lebanon now faces a new problem: How will they care for an aging population when so few service options exist?

Inspired by this need, a group of faith-based organizations serving older adults in Lebanon formed a collaboration called, The Elder Care Group, in 2015 to alleviate this care crisis by sharing resources.

MHS served as one of these resources in April of 2017, when MHS CEO, Rick Stiffney, and Palm Village President, David Reimer, travelled to Mzaar, Lebanon, for the second Lebanon Interfaith Elder Care Group gathering.

“In a global context of great tension and conflict, the good news of reconciliation breaks through in unanticipated ways.”

– Rick Stiffney

During this conference, Stiffney and Reimer shared presentations on board-executive relationships and senior-friendly building environments, serving as consultants and speakers. Massachusetts-based architect, Philippe Saad, and COO of Presbyterian Homes, Nadim Abi Antoun, were also present, sharing their own presentations and lending their invaluable knowledge of the Arabic language.

In turn, members of The Elder Care Group shared their goals for moving forward, as well as their continued desire to share practices, resources, and education with one another. They hope to establish themselves as a formal legal organization in Lebanon in the near future.

“They want to support each other,” said Stiffney about the group. “In a global context of great tension and conflict, the good news of reconciliation breaks through in unanticipated ways.”

MHS hopes to be a continued resource for The Elder Care Group in years to come.



Caguas Hospital was one of many damaged by Hurricanes.

Supporting our Puerto Rican Friends

In the wake of 2017's hurricanes Maria and Irma, MHS dispatched Dr. Rose Gillin, MD, and her brother, Jim Alvarez, CFO of Everence, to assess how MHS might aid the people of Puerto Rico in their time of crisis.

"We want to offer support if there are ways that volunteer professionals can be helpful," said MHS CEO Rick Stiffney.

The team reported severe devastation. Most hospitals were running on generators, access to water was limited, and many homes, churches, and schools had been damaged or destroyed. Pharmacies were not able to fill prescriptions because they were unable to access insurance companies for approval.

MHS immediately called for donations and coordinated volunteers—especially those in the medical and mental health fields—to come to the aid of Puerto Rico.

Months later, Carolyn Holderread Heggen, PhD, returned to Puerto Rico on mission to complete a follow-up assessment sponsored by MHS in cooperation with Mennonite Disaster Service.

In December of 2017, Heggen reported that Mennonite Disaster Service's presence was appropriate and appreciated, as was MHS's effort to provide support for psychological recovery. Local Mennonite churches shared food and watched over the elderly, and the Aibonito Mennonite Church placed a washer and dryer in their social hall for community use.

Still, Puerto Rico faces continued hardships, and MHS urges constituents to not forget this community. Sistema de Salud Menonita continues to serve the island in many ways, and prayers, donations, and volunteers will be needed for the foreseeable future.

MHS
strengthens
and extends
Anabaptist
health and
human
services
ministries in
faithfully and
effectively
fulfilling their
missions.



MHS Hosts Chinese Delegation Tour

For nearly two weeks in October 2017, the China Christian Council Study Group explored more than a dozen senior living communities, met with MHS experts, and attended workshops during an intensive study of nonprofit older adult services in the state of Pennsylvania.

American hosts Myrri Byler, Director of Mennonite Partners in China, and Ronald Yoder, International Program Advisor for MHS, welcomed the Chinese delegates with a warm reception before beginning a tour of 13 different communities.

The visit was designed to show the range of services available to older adults in the United States, provide an understanding of government and nonprofit/church-sponsored services, and give visitors an opportunity to discover new types of older adult services that they might apply to their own facilities and programs.

consolidated financial information

Consolidated Statement of Financial Position

December 31, 2017 (Unaudited)

Assets

Cash and investments	\$678,398
Accounts receivable and prepaid expenses	151,903
Equipment, net	17,356

Total assets **\$847,657**

Total liabilities **\$200,287**

Net assets

Unrestricted	\$217,158
Temporarily restricted	255,149
Permanently restricted	175,063
Total net assets	\$647,370

Total liabilities and net assets **\$847,657**

Consolidated Statement of Activities

Year ended December 31, 2017 (Unaudited)

Revenue

Consulting fees	\$1,238,238
Member services fees and programs	951,550
Management Contracts	151,654

Total Revenue **\$2,341,442**

Expenses

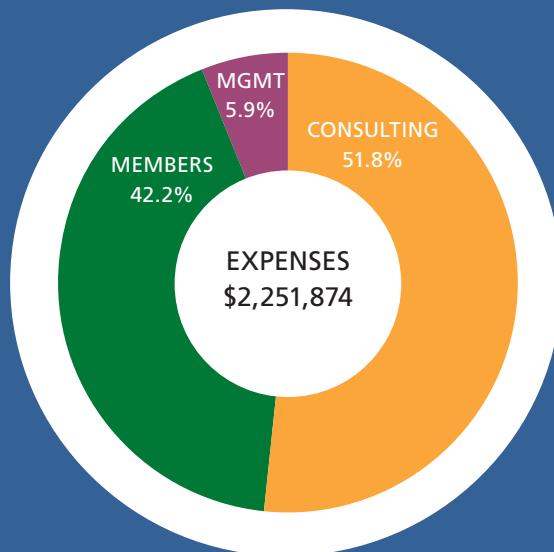
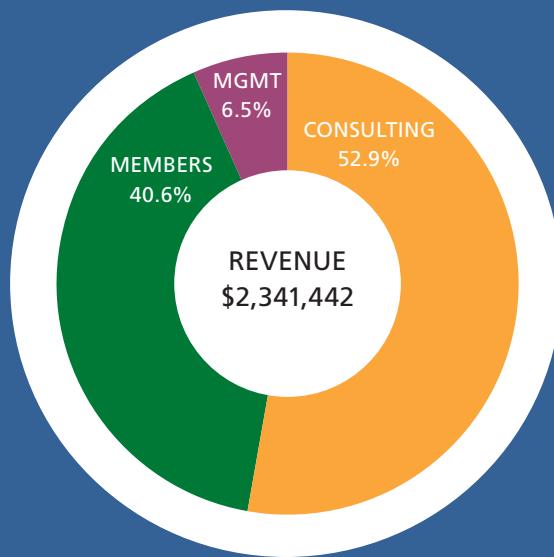
Consulting fees	\$1,167,160
Member services fees and programs	951,198
Management contracts	133,516

Total Expense **\$2,251,874**

Operating income **\$89,568**

Investment income **\$69,895**

Increase in net assets **\$159,463**



connecting members



“Board work is group work. Unless you are truly connecting and relating as a board, you can maybe do okay work, but you probably can’t do wise work.”

– Rick Stiffney

in his workshop, “Nonprofit Boards: How Shall We Govern?”

Building connections between members, encouraging healthy connections between boards and staff, and effectively connecting MHS with you, our members, is a vital function of our work together.

Whenever we can, we build these connections in person at events like Chaplains and Affinity Group gatherings in May and September, and our Mennonite Health Assembly.

Assembly 2017 was held in Jacksonville, Florida, where over 350 members gathered to listen to stories and share ideas for going “Beyond Buried Treasure” to dig up hidden resources and turn them into assets. It also hosted our first “Evolving Systems Forum,” a first-of-its-kind collaboration between senior

leadership and health and human services, as well as a Values-based Leadership Program alumni gathering.

Dozens of workshops were offered at the 2017 Mennonite Health Assembly, including several presented by fellow industry professionals who have firsthand experience of the new realities of our current industry climate.

Member-led workshops included:

- Karen Lehman and Dan McKee of Community at Rockhill led “An Unlikely Affiliation: How neighboring Retirement Communities Found Compatibility and Shared Missions.”
- Rick Stiffney, Stanley Green, and Kay Nussbaum led “Nonprofit Boards: How Shall We Govern?”
- Curt Bechler led “Effective Crisis Communication and Management in a Social Media Era.”

At our annual members’ meeting we hosted 80 attendees who unanimously elected Jen Foster, Executive Director of Central California Mennonite Residential Services, and Jeremy Kauffman, Executive Director of Walnut Hills Retirement Community, to the MHS board.

Last year also brought some new horizons to MHS communications as we hired ColorWord Creative, Inc. to publish our new website (complete with a new “news” page), update our Facebook and LinkedIn pages, and shift to a new eConnections newsletter format.

Our hope is that all these ventures—new and established—will bring our MHS community closer together as we strive to live out the missions of our various institutions and of MHS.

Valued Leadership



valuedleadership.org

Facebook



facebook.com/mhsalliance

LinkedIn



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