

HERALD *of* HOPE

CHRISTIAN CARE CENTERS

Annual Report
"Marching Off The Map"





MARCHING OFF THE MAP


On September 11, 2004, Virgil Bentley met with the Board for the last time – but his message must never be forgotten! In his deep melodic voice, he told of Alexander the Great who, after many days of battle, checked his map to determine his current position. He was then heard to exclaim, “We have marched off the map!” Citing our modest beginnings at Gunter as compared to Christian Care Centers’ current leadership position in senior living and healthcare, Bentley said, “Truly, you have marched off the map – keep on marching!”

Your eighteen-member Board takes seriously the oversight of all three campuses, and believes that Christian Care Centers must “keep on marching” for the benefit of all 1,200 current residents, and those yet to come.

Much progress occurred in 2004. A few highlights include: State surveys produced excellent results on all three campuses, proving again our high quality of care; occupancy rates of 95%, indicating the high esteem in which Christian Care Centers is held; all financial covenants and warranties were met; more than \$3.5 million were provided in compassionate, charitable care to residents in need; and a smooth transition occurred with Mr. Phil Elmore becoming President and CEO of Christian Care Centers, Inc., and Dr. John Losher becoming President of Christian Care Centers Foundation, Inc.

There were also a few problems, including the failure of a major disposal line, which cost Christian Care Centers more than \$2 million, increased competition, and continual funding problems from the State.

As we look to the future, there are many plans for refocusing, repositioning, remodeling, and new construction. Please remember Christian Care Centers in your prayers and in your hearts. With God’s help, your help, and our best efforts – “We will keep on marching!”



Billy Ray Cox

Dr. Billy Ray Cox, Chairman of the Board
Christian Care Centers

We are pleased to announce that Dr. Cox was selected as “Trustee of the Year” by the Texas Association of Homes and Services for the Aging for his twelve years on Christian Care Centers Board and “for all he has contributed, in so many ways, to our organization—past, present, and future.”



THE JOURNEY CONTINUES

As the transition of leadership comes to fruition and role accountability is more defined, I am challenged to find effective methods to continue our "march off the map." Through careful observation and study, I have found that Christian Care Centers' history is laced with great commitment to mission, innovative operational measures, and a pure desire to provide great service. Using these measures as signature points for guidance, I believe that Christian Care Centers is poised to continue its journey into that great unknown we call the future.

We know that 26% of the current U.S. population, or 76 million people, will reach senior status beginning in 2020, virtually overwhelming any current service levels with a tsunami of human needs that will be unprecedented in U.S. history. Our challenge is to research and study these fast-moving needs and take action that will prepare Christian Care Centers to serve seniors of tomorrow. We must remain fluid and maintain competitiveness to stay on the leading edge of service needs identified by the seniors of the Baby Boomer generation.

Over the next year, we will be concentrating our efforts on stabilizing our core services through task forces whose charge is to reevaluate and recommend continuation of or changes to the systems that guide our services. Our ability to quickly change with the upcoming demands will be essential to our survival in this fast-growing environment. We will keep our focus on the core elements of our service that have established us as leaders in senior care through the years and to find new, complementary services to enhance and meet the needs of our future customer.

These efforts will become an integral part of our daily mission, knowing that our ability to effectively plan for our future will help ensure our survival in the future. Through planning, we will poise ourselves to introduce new levels of care, reposition ourselves through extensive renovation of current campuses, or expand our service area through new construction. Regardless of the exact outcome, we will continue to carry the banner high as an organization that "marches off the map," knowing that our hearts, in service to seniors, are dedicated to the service of God.

God's Blessings,

A handwritten signature in black ink that reads "Phil Elmore". The signature is written in a cursive, flowing style.

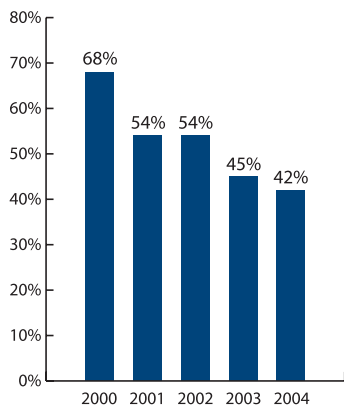
Phil Elmore
President and CEO
Christian Care Centers



EVERYBODY HOPES...

Everyone hopes that they will remain active and healthy, and never be dependent on twenty-four hour care, but the fact remains that one out of every four Americans will spend some time in a nursing facility. In our three health care centers, we work very hard to ensure that our care and services are of the highest quality to meet the increasing needs of a growing senior population.

Employee Turnover



Occupancy in all areas of service, health care centers, assisted living, and retirement living remains high. Customer satisfaction surveys reveal a high rate of satisfaction with the quality of care and services. Our skilled nursing facilities have consistently attained high quality rating scores, as determined by the Department of Aging Services in Texas. These scores are based on a detailed assessment of a resident's care, the facility's inspection results, and any complaints found to be valid upon an investigation by State inspectors.

For the past several years, much time and effort have been devoted to implementing the "best practice" in the industry in our health care centers. All three centers are participating in the Texas Medical Foundation Nursing Home Quality Improvement initiatives, a systematic approach to continuous quality improvement.

Christian Care Centers continues to excel in its risk management and safety programs. With the implementation of a "no manual lift" policy and the provision of appropriate hydrolic lifts, injuries from lifting residents have virtually been eliminated.

The "Shoes for Crews" program, which issues employees shoes with a non-skid surface, has dramatically reduced employee injuries from slips, trips, and falls. The safety initiatives resulted in a 45% reduction in the costs for employee injuries and provided a safer working environment for employees, as well as a safer environment for residents.

In an industry plagued by high employee turnover rates of 100%, Christian Care Centers has seen its turnover percentage rate continue to decrease over the past five years to an all-time low of 42%. We believe this is due to a combination of excellent employment practices and our ability to attract employees dedicated to our mission of providing quality care and services in a Christian environment for seniors.



Linda Morrison
Senior Vice President of Operations
Christian Care Centers



FINANCIALLY SPEAKING

To ensure that the mission of Christian Care Centers, Inc. continues, our goal as stewards is to create and maintain a strong financial organizational base. That base begins with a dedicated and caring staff to handle the needs of our Senior Living residents. Managing the financial assets received to the expenditure of those assets in the most prudent manner takes the talents of many Christian Care employees. We are blessed to have such a group.

During the process of administering our mission, various facets of the Senior Living Industry are involved, from independent and assisted living to skilled nursing, including dementia to home care. All these facets merge into one consolidated organization with the same goal or mission – quality care.

There **is one aspect of our mission** I would like to highlight – **Charitable Care**. By Charitable Care, I mean Christian Care's contribution to certain residents to help meet their special needs, financially. This is achieved by the following situations:

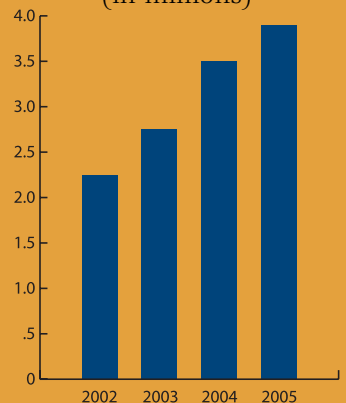
To support the funds of the residents who do not qualify for Medicaid and whose income is not sufficient to pay their skilled nursing expenses.

To support the reimbursement received from the Medicaid program for all eligible residents, as that reimbursement rate does not cover our costs of care.

To support the rent of residents whose income is insufficient to pay expenses.

How significant is our contribution to charitable care? Extremely significant! In 2004, the cumulative amount of charitable care contributed by Christian Care Centers was over \$3,600,000. For those residents who depend on Medicaid, the cost to serve each one is \$30.00 per day more than we receive from the Medicaid program. We are mission driven, so to not provide charitable care is unthinkable. Government spending cuts are looming. Consequently, the measure of how far we can go in charitable care draws near. The need for your continued interest would be of mutual benefit.

Contributed Services
(in millions)



Bob Zarbaugh
Senior Vice President and CFO
Christian Care Centers





FIFTY-EIGHT YEARS OF COMMUNICATIONS

Before “Home for the Aged,” now Hilltop Haven, opened in 1947, the founding Superintendent, Ralph Godfrey, was communicating to area churches and members about its Biblical Mission, “caring for widows” and elderly preachers who needed care. Brother Godfrey also printed the first ***Herald of Hope*** in 1947, and it has continued for 58 years.

Communicating the story, mission, and needs of Christian Care Centers’ quality senior housing, care, and services is as critical in 2005 as it was in 1947, but the demographics have changed significantly. There are more senior adults, and more seniors with service and care needs. These numbers and needs will grow exponentially as the “Baby Boomers” turn 65 in years 2011 to 2030. At that time, one-fifth of all Americans will be 65 or older. Likewise, the profile of senior services providers, who traditionally were faith-based, mission-driven not-for-profits like Christian Care Centers, has changed. The entry of for-profit providers into the market has increased the competition.

In 1947, Brother Godfrey’s simple goal was to announce that there was now a place for elderly Christian widows and others in need of care. Today, Christian Care Centers’ Communication Mission, that we provide quality, mission-driven senior services, must be heard, seen, and read among and above the “competitive noise.”

In December, through the efforts of Mark Spencer, Vice President of Information Technology and Business Services and many other individuals, our new web site was launched. In viewing this site, <http://www.christiancarecenters.org>, links such as “Frequently Asked Questions,” “Glossary,” and others give helpful information about aging and senior issues, including specific information about our different communities and services. Since this information is available 24 hours a day, 365 days a year, one no longer has to wait for “business office hours” to gain information about Christian Care Centers. And now, interested parties can even begin the admission process online.

We are proud to present this 2005 edition of ***Herald of Hope***, which is also serving as Christian Care Centers’ first Annual Report – “Marching Off The Map” - A Review of 2004 and Previews of 2005. Three additional standard ***Herald of Hope*** publications will be forthcoming during 2005.

Lynn Chennault, Senior Vice President
Marketing, Communications and Home Health
Christian Care Centers





LEST WE FORGET: A GIFT THAT LIVES ON

Thirty-one years ago, Mr. and Mrs. R. W. Hartin of Cedar Hill gave 40 acres of farmland to Home for the Aged for the expansion of Christian Care Center in Mesquite. The land was sold and used to construct the Hartin Apartments for independent seniors. Hundreds of residents have benefited and enjoyed these comfortable homes.

On February 22, the Hartin Family was remembered and honored for this significant gift that has blessed so many. Representing the family was son and daughter-in-law, Hubert and Walterrene Hartin. Also recognized were Mr. and Mrs. John Garretson and Mrs. Virgil (Anne) Bentley. Mr. Garretson, who served as Chairman of the Board of Christian Care Centers for eighteen years, and the late Mr. Virgil Bentley helped the Hartins in the completion of their gift. Festivities included a reception with the current residents of the Hartin Apartments, a tour of the Mesquite campus, and a luncheon with the family members, current Trustees, and administration and staff of Christian Care Centers.



THE 52 CLUB!

EMPLOYEES FOR COMPASSIONATE CARE

Consistency is a term frequently used to describe Quality. Christian Care Centers' employees are known for their consistency.

In addition to their commitment and service, our employees were recently challenged to become Charter Members of "Employees for Compassionate Care: The 52 Club" or ECC. The 52 Club is not about age. Rather, it is a program that challenges our employees to become part of a strategy to help reduce an incurred \$3,600,000 expense resulting from our extensive Compassionate Care services.



Our employees were invited to make a confidential and totally voluntary contribution of \$2.00, or more, per pay period for one year. Christian Care Centers has 26 pay periods so, therefore, the suggested amount of contributed funds was \$52.00 annually. When the

program was presented to our employees, many commented that they were "pleased to have the opportunity." The latest results reflect that over 125 employees are participating, with consolidated commitments exceeding \$60,000. While the dollars contributed are impressive, it is easy to see - it is the hearts of these individuals that make this family of servants so special.

You, too, can personally contribute to the compassionate care of our elderly residents at Christian Care Centers. Please send your gift in the enclosed addressed and postage-paid envelope. For more information, please contact Dr. John Losher, President, Christian Care Centers Foundation at 972-698-2620 or email at JLosher@cccinc.net.





“EVEN THOUGH THEY ARE STRANGERS...”

“Dear Friend, you are faithful in what you are doing for the brothers, even though they are strangers to you.” This compliment by the Apostle John could likewise apply to sixty congregations of the Churches of Christ who faithfully support Christian Care Centers’ Compassionate Care Ministry, a program for seniors who can no longer support themselves.

This partnership of support began in 1947 and the legacy continues today, with a combined sixty-church contribution of \$130,000 in 2004 going directly to charitable care of the elderly. Three original supporting congregations listed in the December 1947 ***Herald of Hope*** are still contributing today: Saner Avenue Church, Dallas; Commerce Street Church, Gainesville; Van Alstyne Church, Van Alstyne. Over the years, churches have merged or changed names, but two-thirds of the participating congregations have contributed to this work for over 30 years.

If your congregation would like to join us in supporting elderly saints, please contact Dr. John Losher, Foundation President, at 972-698-2620 or email JLosher@cccinc.net.

“Well done, good and faithful servants!” Thank you for your partnership and unwavering support of senior saints:

Alba	Garland-Buckingham Rd.	Ponder
Arlington-Woodland West	Garland-Saturn Rd.	Quinlan-Wieland
Arlington-New York Ave.	Gilmer-Graceton	Richardson-Waterview
Arlington-Pleasant Ridge	Gladewater-West Mountain	San Antonio-Beacon Hill
Baytown-Missouri St.	Grand Prairie-Turnpike	Sherman-Western Heights
Bowie-Carter Lake Rd.	Hawkins-Shady Grove	Snyder-37th St.
Brownsboro-Hwy 31	Hedley	Snyder-Eastside
Commerce	Henderson-South Main	Stephenville-Graham St.
Daingerfield	Honey Grove-Oak Ridge	Texline
Dallas-Hawn Fwy.	Honey Grove	Tom Bean
Dallas-Highland Oaks	Howe	Tyler-Glenwood
Dallas-Jefferson Blvd.	Jacksonville	Van Alstyne
Dallas-Pleasant Grove	Kaufman-Ola	Venus
Dallas-Prestoncrest	Kilgore-Chandler St.	Waco-Crestview
Dallas-Rylie	Lake Dallas	Wylie
Dallas-Saner Ave.	Leonard	
Denison-Central	Lewisville	
Denison-Park Ave.	Littlefield-Crescent Park	
Farmersville	Lufkin-Central	
Ft. Worth-Lakewood	Marshall-Eastern Hills	
Village	Maypearl	
Ft. Worth-Southside	Mesquite-CCC	
Gainesville-Commerce St.	Plano-Pitman Creek	



HERALD of HOPE

CHRISTIAN CARE CENTERS

IN MEMORY OF:

GLENNA MAE BACON

Church of Christ at Christian Care Center, Mesquite
Ollie Perkins, Dallas

LEW BADER

Highland Oaks 39'ers, Dallas
Don & Pat Dennis, Magnolia

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Petromax Operating Co, Garland

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Nelda Bell, Mesquite
James & Hope Burgess, Dallas
Paul & Virginia Cathey, Mesquite
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Madalynne Doyle, Mesquite
Ell England, Mesquite
Nona Epps, Mesquite
J.C. Hall, Garland
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Lois Green, Mesquite
Wanda Hill, Dallas
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Audrey Hunter, Mesquite
Mary Anne Jarratt, Fort Davis
Cleda Knight, Dallas
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Kenneth & Anna Lyle, Dallas
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Jack & Dorothy McElwain, Dallas
Rudy & Minerva Moreno, Dallas
Elmer Morgan, Mesquite
Linda Morrison, Mansfield
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John & Teresa Scott, Rowlett
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ROBERT DICKERSON

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JUDY GEORGE

Nona Epps, Mesquite

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SANDRA JORDAN
 PetroMax Operating Co., Garland

MARILYN MAYFIELD
 Ward English, Dallas

MISSION

Christian Care Centers, Inc., a ministry of churches of Christ, is committed to providing housing and healthcare services for seniors adults and others with special needs in a loving and compassionate environment which encourages relationships, independence and dignity through spiritual, physical, social and recreational programs.

Christian Care Centers provides long-term care, assisted living, and retirement living at its three communities: Christian Care Center, Mesquite; Hilltop Haven, Gunter; and Lakewood Village, Fort Worth. Christian Care Home Health is available for seniors living in Dallas and Tarrant Counties.

The Herald of Hope is an educational and informational publication of:
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 Co-Editor: Julia Jordan

If you do not want to receive this publication in the future, please notify Julia Jordan at 972-686-3754 or JJordan@cccinc.net.



A tribute to
VIRGIL BENTLEY

Virgil Temple Bentley passed away at home on November 17, 2004 at the age of 85. In his passing, Christian Care Centers lost a man who could respectfully be called “Mr. Christian Care Centers.” Brother Bentley’s association with Christian Care Centers began in the late 1960s when a “modern, Christian nursing home in the Dallas area” was just a dream. For almost 40 more years, Brother Bentley

served Christian Care Centers in these various roles: Planner and Developer; Speaker and Fund Raiser (although he did not like that title, but was successful in raising funds); Student of Gerontology, receiving a Master of Arts in Gerontology from the University of North Texas; interim Administrator; Editor of the ***Herald of Hope***; member of the Board of Trustees and later Senior Board for 25 years; and first minister of the Christian Care Center Church of Christ; ultimately serving for 30 years.

An accomplished speaker and writer, Brother Bentley “became a popular champion of the elderly, constantly emphasizing their spiritual needs and the need for the Church to capitalize on the spiritual resources of the elderly.” Brother Bentley was a minister for 65 years, preaching in five different states. He wrote and published several books and received many awards for his service and accomplishments. Those of the Christian Care Centers’ family greatly miss him and extend our deepest sympathy to his wife of 61 years, Ann French Bentley, son, John David Bentley, daughter, Anne Hathaway Tippins, and husband, Darryl, two grandsons, and one great granddaughter.



**Christian
Care
Centers**

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