A Message from the President & CEO

When I reflect on this past year, it’s nearly impossible to grasp all that has happened. One day, we were about to premier a new mission statement — Transforming the Senior Experience — and the next day, that “experience” was turned upside down — we were confronted with a worldwide outbreak of a virus that we have never seen before. A virus that spread faster than we ever could have imagined, and although we didn’t know it then, changed the world in which we live evermore. Oh, by the way, all of this occurred over the last five months of our fiscal year.

Like everyone, we didn’t know what we were dealing with, and more importantly, how to combat this awful disease. At The Highlands, we took action and made a decision. We shifted our priorities to be singular. Our priority became the health and well-being of residents and staff. Our focus was on infection prevention and control. Our battle cry became overcoming, adapting and persevering. This was evidenced early on during the pandemic as we shifted what we are known for to be more personal. While we asked residents to remain on campus and be safe, we catered to their every need. Almost overnight, the active, engaging, connected lifestyle for which The Highlands is known was put on hold, but we overcame, we adapted and we persevered to offer catered services to our residents in their homes with one goal in mind — their health and well-being.

Basic human needs have remained unchanged for thousands of years. Although themes change more regularly, literature, pop music, trashy movies and the like, important and relevant human needs remain the same: security, freedom, identity, status, connectedness, love and relevance. Even in a pandemic, human needs remain the same, but the way we meet them changed and The Highlands overcame, adapted and persevered! We continued to do what we are known for — just differently. Our residents were safe, and our community banded together to ensure that no one was alone.

The COVID-19 pandemic changed the world in which we live. COVID-19 is/will be an indelible mark on history. It’s a time like no other in our lives. And for those of us in the senior living industry, our world may never be quite the same — even when COVID-19 is finally behind us. But I see that as a positive. We have learned much through this experience, and I think many of the changes we’ve put into place because of Coronavirus will continue to benefit and protect our residents and staff for years to come. While the pandemic has forced us to adjust to different ways of living and working, it has been an opportunity for us to lead and to be proactive in ensuring a successful future for everyone at The Highlands.

Despite the challenges we still face every day, this is a time that is bringing out the best in many. There are so many people in our Highlands universe that deserve accolades for how they’ve risen to every occasion, confronting every challenge with incredible dedication, determination and bravery — especially our staff. Their strength, sacrifice and compassion in the way they came together to get us through very difficult times has been extraordinary — and inspiring. Because of them, we will emerge from this much stronger and more resilient. They truly are Highlands Heroes!

I also want to acknowledge our leadership team. Their expertise and commitment to help our residents — and each other — never wavered. In fact, their resolve grew stronger. We (I) am blessed to have such a strong, experienced and dedicated leadership team.
This year has certainly presented unforeseen challenges, especially in the unprecedented events of the last several months. I want you to know that as we continue to navigate these uncertain times, one thing remains constant: The Highlands’ commitment to putting the well-being and safety of our residents and staff members first. Above all else, we remain focused on providing the lifestyle, services, support and care our residents deserve.

I am inspired by the way The Highlands has risen to challenges it faced – with flexibility, resilience, courage and a caring heart. We are so fortunate to have a strong, proactive leadership team and an involved Board of Directors who are all bound together by a core set of values and a mission dedicated to Transforming the Senior Experience.

Together, we face difficult times, but we seek to serve with a calm, steady and comforting hand during a time of real crisis. We made decisions early, implemented contingency plans in early 2020 and made available $1 million in funding for COVID countermeasures such as PPE, supplies, testing and other unexpected expenses.

Through it all, The Highlands remains well-capitalized and financially strong. While some strategic initiatives were put on hold, we are well-positioned to refocus our efforts on those initiatives.

More than ever, our staff demonstrated its commitment to serving residents and going the extra mile to ensure their safety and well-being. We thank each staff member for what they have done to help us weather this storm and prepare us for whatever may come this winter. Your commitment makes all the difference.

At The Highlands, our mission-driven approach will continue to propel us, no matter how much the ground shifts beneath us. We will continue to find our strength during these times where we always have – with one another.

Timothy Dietrich, Esq.
Chairman of the Board

The Highlands has always had a strong and very talented board of Directors. The leaders on our board, both locally and nationally, would be great additions to any board. I am extremely grateful and appreciative of their dedication and support. Especially in times of crisis, we can count on them to help guide the ship by relying on their stewardship, knowledge and expertise. The pandemic has proven the strength of our Board of Directors.

The pandemic has perhaps been the hardest on our families, yet they remained supportive, doing all they could possibly do to stay virtually engaged with their loved ones. It has been heartbreaking and uplifting to witness. They, too, have had to learn to overcome, adapt and persevere.

Finally, I want to salute our residents for their patience, support and resilience. Amid struggle, fear, loneliness and loss, they continue to overcome extraordinary obstacles and remain positive and appreciative. They, too, are heroes.

Inspiration and Aspirations

It goes without saying that this is not the year we expected. We must view this current fiscal year as a period of understanding and recovery. While the impact of COVID-19 forced us to reallocate resources to ensure the safety and well-being of our residents and staff, we remain, for the most part, on schedule with our planned strategic initiatives.

Despite the pandemic, a past strategic initiative came into fruition this year. Aspire for Well-Being at The Highlands, our newly reimagined supportive living community, welcomed its first residents in July when it was safe for people to move. Aspire for Well-Being is a lifestyle that inspires residents to achieve their aspirations with the support they need and the lifestyle they want. Aspire ensures that residents who need some level of support can live their best lives. At every level of care, life is enhanced. It’s another Highlands’ promise fulfilled.

As we continue our return to normalcy, we must remain vigilant. This virus is still a looming threat, but we are, without question, optimistic for the best and prepared for the worst. COVID-19 has been a test for our culture. Our response was extraordinary. Our team didn’t just show up; they showed up with fight and determination because they care.

As we work toward achieving our goals and initiatives, we aspire to once again enjoy the simple things … we look forward to a time when we can join together, break bread, dance, socialize and be close once again.

Together, we aspire to enjoy brighter days ahead.

Kevin P. DeAcosta
President & CEO

Kevin P. DeAcosta
President & CEO

A Message from
the Chairman of
the Board

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Timothy Dietrich, Esq.
Chairman of the Board
Leadership & Committees

Committees

AUDIT & RISK
Michael Rowley, Chair
Daniel Becker
Kevin DeAcosta
Michael Mixell, Esq.

ENDOWMENT FUND
Bruce Bengtson, Chair
Kevin DeAcosta - Finance Committee Liaison
George Gerhart, MD - Residents’ Council Liaison
Eve Kimball, MD
Barbara Kline
Janet Neel
Marianne Pessognelli
The Rev. Elton Richards
Susan Wachs

EXECUTIVE & PERFORMANCE REVIEW
Timothy Dietrich, Esq., Chair
Geoffrey Eddowes
John Gruber, MD
Michael Rowley

MARKETING
Faith Ott, Chair
Sharon Danks
Kevin DeAcosta
Jodi Gibble
Margaret McShane
The Rev. Elton Richards

FINANCE
Bruce Smith, Chair
Bruce Bengtson
Kevin DeAcosta
Timothy Dietrich, Esq.
Marianne Pessognelli
James Spencer
David Thun

STRATEGY, POLICY & GOVERNANCE
Geoffrey Eddowes, Chair
Kevin DeAcosta
Timothy Dietrich, Esq.
David George, MD
John Gruber, MD
Gerald Malick, MD
The Rev. Elton Richards

OFFICERS
Chair: Timothy Dietrich, Esq., Vice Chair: Geoffrey Eddowes
Secretary: John Gruber, MD
Treasurer: Michael Rowley
President & CEO: Kevin DeAcosta

Residents’ Council

Jane Bittner
Frederick Chow
George Gerhart, MD
Anton Kleiner, MD
Sydney Malick
Janet Neel
Carl Noecker
Amy Reinsel

Robert Shareotts
OFFICERS
President: Anton Kleiner, MD
Vice President: Sydney Malick
Treasurer: George Gerhart, MD
Secretary: Amy Reinsel

Senior Leadership Team

Kevin DeAcosta
President & CEO
Curt Evans
Chief Operating Officer
Jodi Gibble
Director of Marketing
Lorena Lazarchick
Director of Community Life & Engagement
John Lopes
Administrator of Personal Care
Marianne Pessognelli
Chief Financial Officer
Kristen Santangelo
Administrator of Skilled Nursing

The members listed above are as of June 30, 2020.
What will your legacy 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 more information, contact: Marianne Pessognelli, CFO 484.220.8224 pessognellim@thehighlands.org

Anonymous
Richard C. Baumbach
Mr. and Mrs. Bruce Bengtson
Merri M. Bengtson
Shirley K. Bosco
Margaret and Paul Brass
Doris Funk Cosgrove
Dorothy G. DeHaven
Rev. and Mrs. Marvin
E. Dewalt
Mary Drehs
Pastor Charles E.*, and
C. Louise Fair
Jean and Jack Gassert
Hazel H. Geracimos
Evans and Barbara Goodling
Rev. Paul and Barbara Hetrich
J. Frederick and Dolores
“Dee” Hiehle
John F. “Jack” Horrigan, Jr.
Shirley D. Jackson
Valeria Karpen
Drs. Daniel and Eve Kimball
Dr. and Mrs. Anton Kleiner
Barbara J. Kline
William and Cynthia Laubach
Betty and Karl Leuffen
Marian and Robert
Longenecker
Donald E. Mattern
Janice S. Miller
Kenneth* and Barbara Miller
Earl and Shirley Mutter
Janet H. Neel
Eunice M. Noll
Harold W.* and
Jeanne Perkins
Rev. Elton P. and
Anne S. Richards
Dr. John Robertson
Paul* and Mary Roedel
Jay H. and Elaine H.*
Rosenson
Sylvia L. Ross
Willard L.* and
Bette K. Ruhe
Mr. and Mrs. G.
David Schlegel
Donald R. Schlegel
Mary Jane Schofer
Robert and Janice* Sharetts
Robert* and Grace Snedeker
Donald and Joanne
van Roden
Susan Wachs
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 June 30, 2020. If you 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.
As concerns were growing about the possibility of a novel Coronavirus becoming a global pandemic, The Highlands’ leadership team was proactively strengthening its already stringent infection-prevention policies and procedures to safeguard residents and staff. “But, to ensure the ongoing safety and well-being of everyone affiliated with The Highlands,” says Highlands President & CEO Kevin DeAcosta, “we knew we’d have to do more — a lot more.”

And with that pledge, the Pandemic Response Team was created.

The Pandemic Response Team is a cross-functional team consisting of The Highlands managers, The Highlands Medical Director, Dr. Ruxandra Jadic, and two residents, Residents’ Council President Dr. Tony Kleiner, a retired OB/GYN, and Dr. Kenneth DeBenedictis, a retired Clinical Immunology and Infectious Disease Specialist.

Since March, the team has been meeting every Monday to discuss resident issues and concerns, and to ensure The Highlands continues to follow the guidelines of the PA Department of Health, the Centers for Disease Control and Prevention (CDC) and the Centers for Medicare & Medicaid Services. The physicians on the team provide crucial guidance.

“The health and wellness of our residents, and the staff who support them, are always our top priorities,” says Kevin. “Mitigating the spread of the virus while continuing to provide compassionate, quality healthcare was something we all took very seriously. The goal of the response team was to assist in those efforts while helping to further ensure safety by providing everyone with ongoing education and resources.”

“The Pandemic Response Team was also tasked with keeping residents informed and up-to-date,” says Dr. Kleiner. “We identified problems and helped to coordinate any necessary responses.”

“We also helped residents understand the why behind everything that was being done,” adds Dr. DeBenedictis. “As new guidelines and procedures were adapted and implemented, residents, of course, had a lot of questions. As physicians — and as fellow residents — Dr. Kleiner and I could answer those questions in a way that put them at ease.”

Dr. Kleiner added, “Uncertain times like these can often bring grief, fear and negativity. But here, everyone remained very positive. Residents were eager to support and help, not only each other but the staff and management team, too.”
The Return to a New Normal

Dr. Kleiner says that there is much speculation and a host of opinions as to when “normal living” should occur. “While we are all eager to return to socializing with friends and families, we must be prudent,” says Dr. Kleiner. “We must acknowledge and respect the tireless, Herculean efforts Kevin and his team have made in keeping us safe. We must continue to follow his guidance as to the direction we take and the speed at which we travel.”

Dr. DeBenedictis agrees. “While things are looking better, the storm isn’t over yet,” he says. “Remember science first. We must continue to make decisions in compliance with the scientists at the Health Department and CDC. We must continue to wear masks and physically distance.”

“Seven months into this experience, I’m encouraged to see people are still adhering to smart guidelines,” says Dr. Kleiner. “It’s also been heartening to see how many residents were — and are — involved in assisting other residents.”

“We truly are a close-knit community,” says Kevin. “We all genuinely care about one another and are united in our connectedness — now more than ever.”

Combating the Effects of Social Isolation

Residents never had to worry about medication or supplies. They never had to worry about food — thanks, in part, to the efforts of the Bistro Market Delivery Team, a large resident volunteer group, who delivered basic grocery items to residents throughout the pandemic and still do to some residents, even today. But, residents did struggle with the lack of socialization.

“Social isolation has a negative effect on everyone’s overall health and well-being, but especially for seniors,” says Dr. Kleiner. “To the administration’s credit, they recognized the potential effects on residents and acted quickly.”

To help counter loneliness, the Residents’ Council was asked to start a call team. The call team consisted of about 20 residents — including Dr. Kleiner — who made weekly calls to other residents to get a pulse check on their issues or concerns, as well as on their physical and mental status. “The calls went a long way in comforting residents,” says Dr. Kleiner. “Now that we’re in a better place, the calls aren’t as frequent, but many residents still keep busy staying in touch with new friends made throughout this experience.”

The Residents’ Council was instrumental in supporting and celebrating the efforts of The Highlands staff — especially the hands-on caregivers in Skilled Nursing. Early in the pandemic, the Council initiated a mask-making group to ensure residents had masks when they were nearly impossible to find. At the end of just two weeks, the group made and distributed more than 400 cloth masks to staff. More recently, the Council kicked off a collection drive that resulted in $60 Panera gift cards for every employee.

“Every employee at The Highlands has risen to the occasion,” says Dr. Kleiner. “We want to make sure we thank them. We want them to know how much we appreciate their courage, genuine concern and cheerful attitudes. They truly help brighten our lives even in the darkest of times.”

Created and Distributed More Than 400 Cloth Masks to Staff

Pulse Checked Residents’ Physical and Mental Statuses

Assisted in Necessary Responses

Kept Residents Informed and Up-to-Date

Discussed Resident Issues and Concerns

Grocery Delivery

Kept Residents Informed and Up-to-Date

Grocery Delivery

Pulse Checked Residents’ Physical and Mental Statuses

Discussed Resident Issues and Concerns

Created and Distributed More Than 400 Cloth Masks to Staff
The theme of this year’s Annual Report may be Overcoming, Adapting and Persevering, but Highlands resident, Mrs. Patricia Gernert, says that while those three words are very true with regard to the ongoing pandemic experience, she believes there are three equally appropriate words that apply: Adhere, Adjust and Accept.

“I like to say that the residents and staff are part of what I call the 3 A’s Club. I call it the 3 A’s Club because we adhered to the safety guidelines, adjusted our lifestyle accordingly and accepted that this new way of life is for our benefit,” says Mrs. Gernert. “It’s how we’ve been able to overcome, adapt and persevere, and it’s how we’ll safely move forward in these unprecedented, uncertain times.”

Mrs. Gernert says when she moved to The Highlands nearly three years ago, it was one of the best decisions she ever made. “Every day, I am full of gratitude for my life here,” she says. “And never more so than during this pandemic. We never wanted for anything. We had prepared meals and groceries delivered to our doors, as well as supplies like hand sanitizer, paper products, masks and other things that were hard to find in the early days of the quarantine.”

The virtual town hall meetings, the Pandemic Hotline and the creation of the Pandemic Response Team were key parts of The Highlands’ communication strategy, which Mrs. Gernert believes helped residents understand and accept the evolving changes that were put into place.

“‘The Highlands’ pandemic response was just right,’” she says. “Kevin and his team kept us in the loop about everything. They truly implemented a bubble of safety and loving care.”

“Gratitude changes your attitude because you think about what’s given and not what’s taken away.”

Pat Gernert, The Highlands Resident
Since the pandemic began, the phrase "Healthcare Heroes" has become the new way to describe frontline healthcare workers and caregivers. Mrs. Gernert says it’s a well-deserved accolade because, at The Highlands, the staff acted nothing short of heroically. "The employees are our heroes," she says. "They not only stepped up, they went above and beyond to ensure our safety and well-being. We didn’t have to worry and neither did our families.”

Mrs. Gernert admitted that social isolation was hard at times. "Isolation is like a virus itself. It’s hard – especially on seniors, but I really feel like the team did everything they could to keep us engaged and connected. They even surprised us with little gifts on Mother’s and Father’s Day to make us feel connected to our families when they couldn’t visit.”

The Highlands Director of Marketing, Jodi Gibble, says reducing the effects of social isolation on residents was a focus for The Highlands’ team. "Our chaplain, Susan Fox, did a wonderful job addressing spiritual and emotional needs,” says Jodi. “And our Activity and Fitness Advisory Committees were very creative in coming up with a variety of virtual events and activities that helped keep residents engaged and active.”

The Highlands’ scenic 113-acre campus also provided the perfect backdrop for safe physical distancing when the weather permitted.

"We endured a lot of detours along the way, but Kevin and the staff kept us on course, in line and safe,” says Mrs. Gernert. “Cautiousness is the way forward, and we’re seeing the effects of that caution as restrictions are slowly being lifted. We trusted The Highlands to do what’s right, and they trusted us to adhere to those guidelines – we all did our parts.”
Everyone aspires to live a life of well-being – wherever they may be on their senior living journey – and since its inception, The Highlands has been committed to helping residents achieve this goal. Whatever it takes to enhance life for residents, The Highlands goes above and beyond to fulfill their promises.

Aspire for Well-Being at The Highlands is the newly reimagined supportive living community. It is yet another promise fulfilled – a promise fulfilled during a global pandemic.

Aspire for Well-Being was originally scheduled to open in March. But it was in March when COVID-19 changed the world. While move-in plans were altered and delayed, Aspire officially opened in July and already residents and families are loving their experiences.

Aspire was created to ensure that residents can live their best lives, regardless of their need for support. It offers residents the right lifestyle, the right programming and the right care in the most highly beneficial and least restrictive setting possible.
Aspire Personal Care
With a focus on independence and wellness, Aspire Personal Care is the perfect blend of active, engaging living and supportive care. Beautifully redesigned, revitalized and reimagined, our Personal Care community now occupies the entire first floor, providing convenient, open access to the rest of The Highlands’ campus.

Aspire Memory Support
Aspire Memory Support provides life-enriching memory support and care for those living with Alzheimer’s disease and related dementia. Using Hearthstone Institute’s I’m Still Here® approach, our secure program is centered around a core belief that everyone deserves a life worth living, so we make it our mission to provide residents with a meaningful, purposeful and personalized lifestyle.

Aspire Skilled Nursing
Our Skilled Nursing services feature compassionate, resident-centered care in a newly renovated environment. Care is delivered around the clock by experienced, empathetic licensed professionals. With a focus on individual needs, care is designed to maximize personal interaction and preserve dignity.

Aspire Rehabilitation
Our short-term rehabilitation services include physical, occupational and speech therapies. In state-of-the-art surroundings, therapy services are provided to those whose lives have been altered by acute hospitalization, illness or injury. Our goal is to promote functional independence and wellness in a holistic way and restore residents to their prior level of living.
Introducing Aspire Rehabilitation at The Highlands

Aspire Rehabilitation at The Highlands is the newly reimagined 18-bed post-acute care neighborhood that provides rehabilitation to those whose lives have been altered by acute hospitalization, illness or injury.

“Think of the services we provide within this specialized unit as a bridge between the hospital and the next steps to recovery,” says The Highlands Clinical Liaison Jessica King. “Our goal is to help our residents regain their strength, get them back to their prior levels of functioning, and get them home.”

Featuring 18 private rooms with private bathrooms and showers, Aspire Rehabilitation combines clinical expertise with a healing environment, services and amenities that make residents feel like they are recovering in a fine resort – not in a typical rehabilitation facility.

“Our amenities are truly second to none,” says Jessica. “Here, residents can enjoy a state-of-the-art gym for rehabilitation services, a private neighborhood featuring an open design with oversized windows for an abundance of natural light, a courtyard complete with gardens and a koi pond, a salon/spa and access to our community fitness center and pool. You won’t find post-acute care like this anywhere else.

“Services include in-room dining options plus access to community dining venues, transportation to scheduled appointments, hospitality concierge services … we’ll even provide dry cleaning and personal laundry services.”

“Services and amenities aside, residents receive highly skilled care with an emphasis on advancing independence and wellness in a holistic, personalized way,” says Jessica. “We know how eager rehabilitation guests are to return home. Our environment and services are designed to help make this happen for them as quickly and safely as possible.”

Therapeutic services provided in Aspire Rehabilitation include physical therapy, occupational therapy, speech therapy, specialized nursing care, wound care and management, cardiac and pulmonary care programs, pain management, nutrition consulting and social services.

At Aspire, programs are physician-driven and are designed to benefit specific needs with customized treatment plans to ensure the maximum recovery in the shortest amount of time. Support is provided by a highly trained team of therapists and nurses who are committed to providing the highest standards of care.

Led by an on-site geriatrician and nurse practitioner, our post-acute care team includes a nutritionist, therapeutic recreation therapists and social workers who specialize in discharge planning and supporting residents and their families.

Our goal is a comprehensive program that promotes the social, intellectual, emotional and physical well-being of our residents. Our holistic approach is designed to enhance self-esteem so residents can enjoy a renewed sense of purpose in life – and a faster recovery.

Jessica says the focus on post-acute care is growing everywhere. “People who choose post-acute care services after a hospitalization are less likely to be readmitted to the hospital and that’s a big benefit,” she says.

Aspire Rehabilitation is now accepting residents from outside The Highlands’ community.
The widespread impact of the Coronavirus pandemic is unprecedented. It can be easy to feel overwhelmed, especially for frontline essential workers like the caregiving staff at The Highlands at Wyomissing. But thankfully there are people like Jay Rosenson, a retired Firestone executive and The Highlands resident, who knew just what to do to ensure the staff was as safe and as at ease as possible.

Jay started a $50,000 matching grant challenge aimed at supporting The Highlands employees by providing Personal Protective Equipment (PPE).

“The challenge exceeded everyone’s expectations,” says The Highlands at Wyomissing President & CEO Kevin DeAcosta. “Donations were pouring in even after the initial deadline. As a result, we raised a total of $123,560, all of which went to purchasing PPE.”

The Highlands residents, future residents, families, board members and staff all made contributions. In total, there were 122 contributors. The average contribution was $608. Monies raised went exclusively to the purchase of PPE, including respiratory masks, gowns, gloves, bouffant caps, goggles, face shields, temperature scanners, COVID-19 tests and hand sanitizer.

“When we created the budget, no one ever expected a pandemic, yet we adapted and overcame thanks to Jay’s generosity,” says Kevin. “The money raised through this effort was crucial in securing enough PPE and ensuring the safety of our employees.”

Jay adds that in business, he was always concerned about the welfare of employees. “The employees here at The Highlands go above and beyond every day in normal times, as well as in times of crisis,” he says. “Their safety and happiness are paramount.”

A lifelong philanthropist, Jay says he created a challenge match grant because it’s one of the most impactful ways to raise money. “Challenge grants often motivate people who wouldn’t ordinarily contribute for fear their contributions won’t make a difference,” he says. “When there’s a match, it makes a difference.”

Fundraising experts agree. Over 80% of donors are more likely to donate if their gifts are eligible to be matched and mentioning matching in fundraising appeals results in over 70% more donations and over 50% higher donation amounts.

“When the COVID-19 outbreak began, our employees have been working tirelessly to protect us and mitigate the spread of this terrible virus,” says Jay. “The challenge grant was a way for the residents to help lift their spirits, thank them for their efforts and show them our true appreciation.”
## Statement of Operations

Fiscal year ending June 30, 2020

### Sources of Revenue

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Living</td>
<td>$21,233,584</td>
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<tr>
<td>Personal Care</td>
<td>$1,583,803</td>
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<tr>
<td>Skilled Nursing</td>
<td>$6,788,795</td>
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<tr>
<td>Other Operations</td>
<td>$2,453,250</td>
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</tbody>
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*Total Net Revenue: $32,059,432*

### Operating Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Expense (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
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<tr>
<td>Other</td>
<td>$5,167,603</td>
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<tr>
<td>Employee Benefits</td>
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<td>Depreciation &amp; Amortization</td>
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<td>Contract Services</td>
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<td>Real Estate Taxes</td>
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<td>Interest</td>
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*Total Expenses: $32,257,562*

### Net Income/(Loss) from Operations

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income/(Loss) from Operations</td>
<td>$(198,130)</td>
</tr>
<tr>
<td>Investment Return</td>
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<tr>
<td>Other Non-Operating Income</td>
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<tr>
<td>Unrealized Gains (Losses) on Investments</td>
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</table>

### Change in Net Assets Without Donor Restrictions

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets Without Donor Restrictions</td>
<td>$3,457,513</td>
</tr>
</tbody>
</table>
Direct Resident Care

Uncompensated Benevolent Care ........................................... $278,705

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

Bad Debt ................................................................. $55,416

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 ......................................................... $1,585,056

The Highlands is a not-for-profit organization that 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 ........................................ $226,667

Contributions made by The Highlands and its employees to not-for-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 .................................. $11,026

Employee hours donated to the community while on payroll to support blood drives, flu shot clinics, United Way of Berks County, Bridge of Hope®, New Journey Community Outreach and Helping Harvest Fresh Food Bank.

Community Health Education ........................................... $56,909

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

Resident Volunteer Contributions ..................................... $693

Meeting rooms used by residents for volunteer activities that support outside organizations such as United Way of Berks County and Tower Health.

Community Benefit Total – Fiscal Year 2019 – 2020 .............. $2,214,472