

ESKATON[®]

Reflections *2023 - 2024*



A message from the CEO

Friends of Eskaton,

First, I want to express what an honor it is to lead Eskaton during this pivotal time. As we embark on this new chapter, I am filled with a sense of responsibility and excitement. We are not just transitioning as an organization but also reshaping our vision for those we serve.

In this report, you will find our updated Mission, Vision, Values and the Strategic Pillars guiding our future efforts. These elements represent our commitment to meeting the needs of our team members, residents and their families.

Eskaton's success stems from the people behind our mission—our team members, partners, residents and friends—who play critical roles in expanding our reach and supporting our vision. I hope you find inspiration in their stories, which drive our mission forward.

Together, we are creating a future where aging is embraced with dignity and where everyone feels valued and supported. I am honored to be on this journey with you and look forward to the impact we will make together.



Sheri Peifer
President and CEO



Contents

03 Highlights

06 Our Leadership

08 Age is Beautiful Highlight

10 Mission, Vision and Values

11 Strategic Pillars

12 Serving Northern California

14 Employee Spotlight

16 Satisfaction Scores

18 Financials

20 Age is Beautiful Highlight

22 Power of Partnerships

24 Eskaton Foundation

26 Spectrum of Services

Highlights

Introducing the **Eskaton Academy**

Eskaton launched the Eskaton Academy in June 2023, supported by grants from the California Department of Aging. The Eskaton Academy is an in-person and online, core-competency training program designed for all Eskaton staff. Central themes of the training program include hard and soft skills needed to be effective at supporting the changing needs of older adults.

The program also focuses on service standards that are central to Eskaton's shift towards a more hospitality-centered model. The program has even improved team member retention, with Academy participants being more likely to remain with Eskaton versus team members who did not participate.



ESKATON | **ACADEMY**

Update on Standalone Skilled Nursing Locations

In September of 2023 Eskaton divested three stand-alone skilled nursing communities, Eskaton Care Center Manzanita, Eskaton Care Center Fair Oaks and Eskaton Care Center Greenhaven to a real estate investor with local operations provided by Cypress Healthcare. The sale marked a significant shift for Eskaton as we transition away from single site health care entities and into a primary focus on enhancing and expanding our residential living services.

Refreshed Mission, Vision and Values

Eskaton has begun a transformation from a health-centric model to a holistic social, wellness and hospitality model. As our goals as an organization evolve we have refreshed our Mission, Vision and Values to support this direction. Read more about our refreshed Mission statement, new Vision and new Values on page 10.

Update on Eskaton Cameron Park

In 2023 Eskaton Cameron Park was closed, as the size and footprint of the building no longer fit within the standards of the rest of our Residential Living portfolio. In November and December of 2023, a total of 27 Eskaton Cameron Park residents relocated, with most choosing to move to other Eskaton communities in the area.

In April of 2024, Eskaton partnered with CAL FIRE to transform the building into the new Ponderosa Fire Center. The center is now the home of seven CAL FIRE Firefighter Hand Crews, accommodating more than 150 firefighters and support staff.



Our Leadership

Sheri Peifer
President and CEO

Mark Jenkins
Senior Vice President and CFO

Patricia Bayless
Director of Human Resources

Tristin Benjamin
Senior Executive Director

Elizabeth Catron
Vice President of Affordable Housing

Charles Garcia
Chief Information Officer

Jennifer Marlette
Executive Director of Quality Improvement

Tom Garberson
General Counsel

Scott Winans
Senior Vice President of Operations

Zach Melchiori
Executive Director of Marketing
and Communications

Dave Peper
Regional Director of Operations, Bay Area

Alicia Rist
Senior Executive Director

Erin Scherer
Executive Director of Capital
Asset Management

Dan Seiler
Vice President of Finance

Board of Directors

Larry Garcia, Chair

Maureen Hewitt, Vice Chair

Amy Yotopoulos

David Lindeman

GINNA Baik

H. Rao Unnava

Jordan Rose

Mariann Sheldon, CCRC Rep

Nancy Heffernan

Pat McFarland

Rose Burgis, Non-voting
Resident Rep

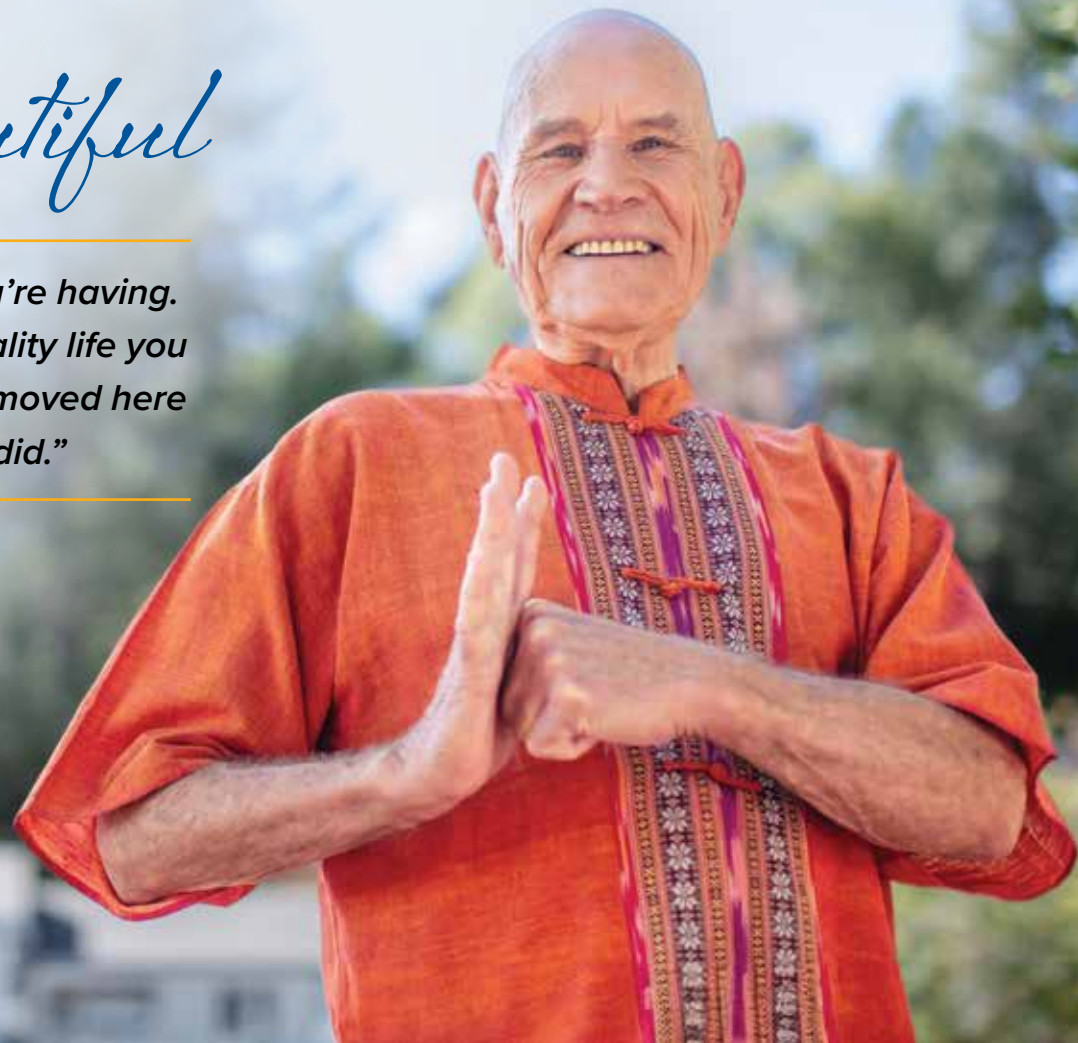
Sheri Peifer



From back row left to right: Tom Garberson, Sheri Peifer, Mark Jenkins, Erin Scherer, Jennifer Marlette, Charles Garcia, Scott Winans, Elizabeth Catron, Patricia Bayless, Zach Melchiori
Not pictured: Alicia Rist, Dan Seiler, Dave Peper, Tristin Benjamin

AGE is Beautiful

"It's the quality of life that you're having. Eskaton gives the highest quality life you can have. I love living here. I moved here at 82 and it's the best thing I did."



Meet Homer

Resident of Eskaton Village Grass Valley

Homer Nottingham has been a vibrant beacon of wisdom and healing in the Grass Valley community. Upon retiring from his position as a Vice President at American Express, he crafted a beautiful fusion of QiGong and Tai Chi, weaving together the best of Eastern tranquility and Western discipline. Homer devotes up to two hours daily to this transformative practice, rejuvenating his mind, body and spirit.

Today, Homer is a beloved instructor living at Eskaton, where residents eagerly await his classes. His impact stretches further, with summer classes under the sunlit canopy of local parks.



Mission

Enhancing lives of older adults through innovative wellness, housing and social services.

Vision

Purposeful Living; Connected Communities

A future where adults are integrated into vibrant, supportive communities that enhance healthy aging, purpose and well-being.

Values

Welcoming

Create a sense of warmth and belonging for all.

Bring (Y)our Best

Foster excellence in everything we do.

Growth

Seek consistent improvement, learning and sustainable growth.

Strategic Pillars

These pillars represent a commitment to teamwork, excellence, innovation, collaboration, and generosity, aiming to inspire and lead us toward our vision where adults are integrated into vibrant, supportive communities that enhance healthy aging, purpose and well-being.



Culture

Our culture of excellence fosters growth, accountability and well-being.



Modernize

We harness technology, streamline processes, revitalize infrastructure and enhance engagement.



Expand

We create housing and service opportunities for connection and purpose.



Collaborate

We build alliances and partnerships to address unmet needs.



Impact

We inspire generosity and positive change in the lives of those we serve.

Serving Northern California

Residential Living

1. The Trousdale
2. The Parkview
3. The Reutlinger Community
4. O'Connor Woods
5. Eskaton Land Park
6. Eskaton Village Carmichael
7. Eskaton Gold River
8. Eskaton Village Roseville
9. Eskaton Granite Bay
10. Eskaton Village Placerville
11. Eskaton Village Grass Valley

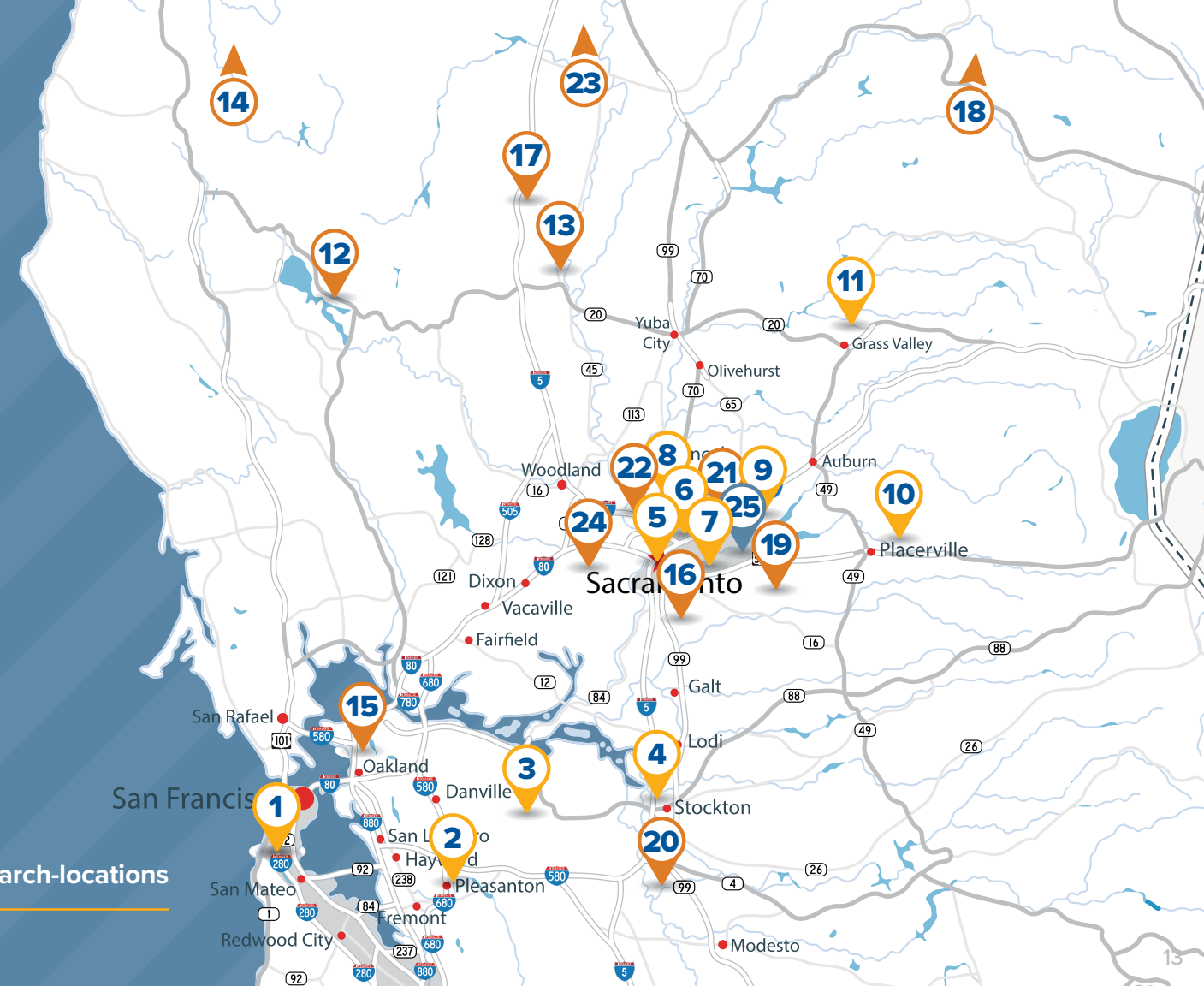
Affordable Housing

12. Eskaton Clearlake Oaks Manor
13. Eskaton Frank Jaconetti Manor
14. Eskaton Hayfork Manor
15. Eskaton Hazel Shirley Manor
16. Eskaton Jefferson Manor
17. Eskaton Kennedy Manor
18. Eskaton Lassen Manor
19. Eskaton Lincoln Manor
20. Eskaton Manteca Manor
21. Eskaton Natomas Manor
22. Eskaton Roseville Manor
23. Eskaton Washington Manor
24. Eskaton Wilson Manor

Administration

25. Eskaton Support Center
 - Live Well at Home
 - Resource Navigation
 - Friendship Line (in partnership with: Institute of Aging)

Learn more at
eskaton.org/search-locations





Meet Justin

Director of Culinary Experience at Eskaton Granite Bay

With his unique background in food science, toxicology, and culinary arts, Justin leads the Culinary team to go beyond using high quality ingredients and proper cooking techniques in the kitchen. His goal is to use food as a means to evoke memories, share stories, and forge meaningful connections. By incorporating feedback from residents, the Food Committee, and his culinary colleagues, Justin crafts menus that blend exciting new flavors with beloved classics, creating a dining experience that resonates on a personal level.

"I came to Eskaton because I was initially attracted by the wide range of services... It's not just about the techniques, but it's also about learning other people's background. We are really working as a team to support each other, no matter what your title is."



Satisfaction Results

Data collected from 2023 through March 2024

Eskaton conducts monthly pulse satisfaction and engagement surveys across all communities to obtain valuable insights, identify strengths and respond proactively to areas of opportunity. The metrics enable leadership at all levels to receive and respond to negative or positive trends through continuous, real-time feedback.

Net Promoter Score

A survey is sent out to our current residents, team members and family members to determine the likelihood of them recommending Eskaton's services or career opportunities to others.



Overall Satisfaction

Residents

3,292 RESPONDENTS

91.6%

Team Members

1,331 RESPONDENTS

90.7%

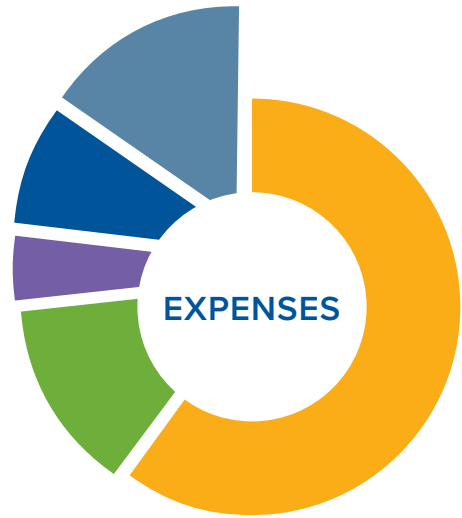
Families

930 RESPONDENTS

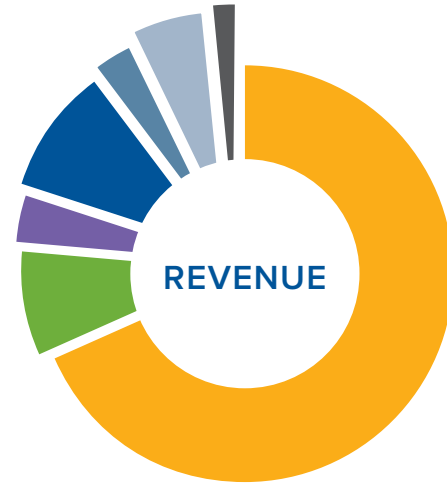
91.8%

Financials

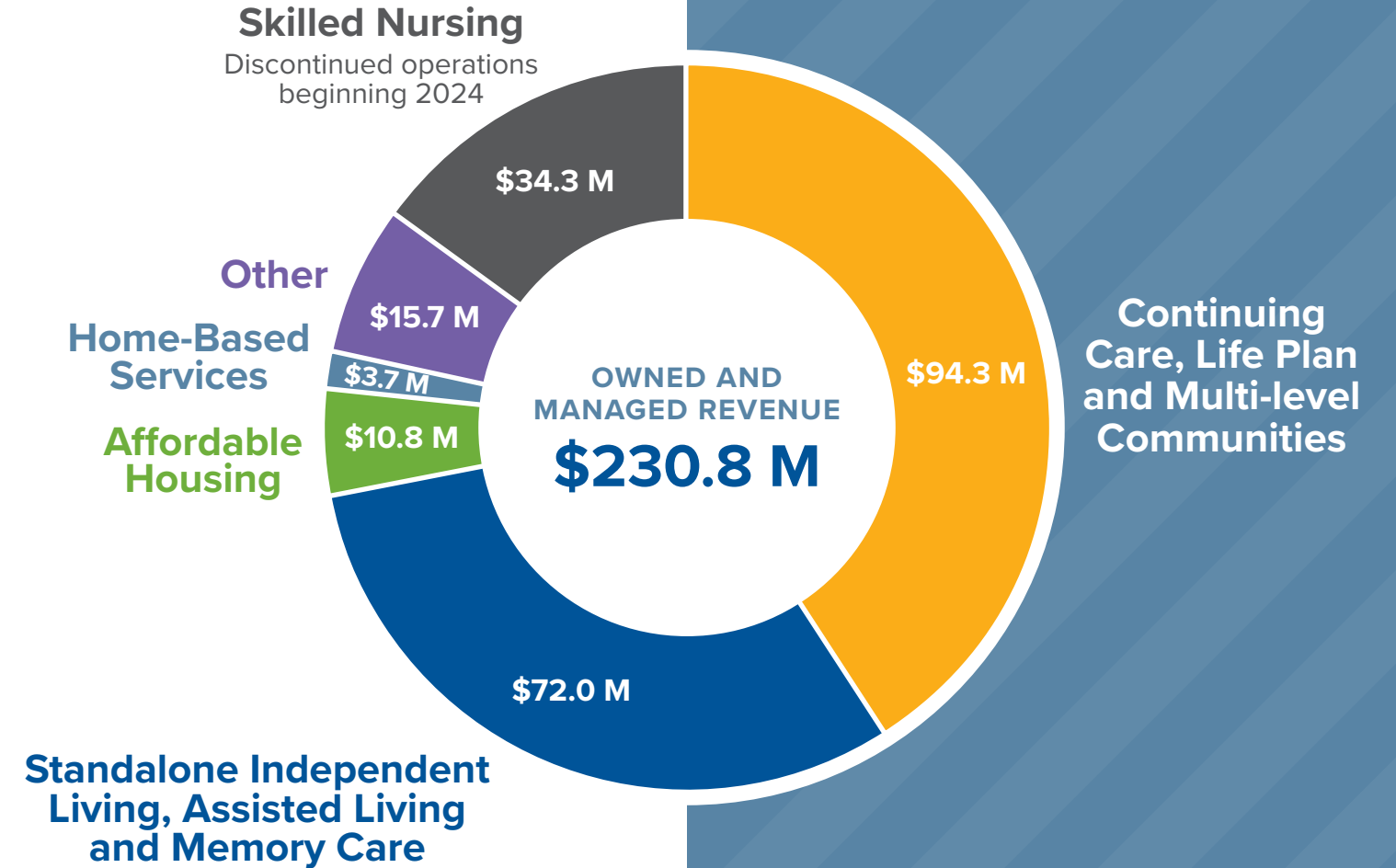
Data collected from 2023



- 60.2% Labor
- 12.9% Supplies and services
- 3.6% Interest expense
- 7.8% Depreciation and amortization
- 15.4% Other (operating and fixed)



- 68.5% Private pay
- 7.9% Commercial
- 3.7% Medicare
- 9.8% Medi-Cal
- 3.1% Subsidized housing
- 5.4% Other
- 1.6% Third-party management and support fees



Standalone Independent Living, Assisted Living and Memory Care

Continuing Care, Life Plan and Multi-level Communities

OWNED AND MANAGED REVENUE
\$230.8 M

Skilled Nursing
Discontinued operations beginning 2024

Other

Home-Based Services

Affordable Housing

\$72.0 M

\$34.3 M

\$15.7 M

\$3.7 M

\$10.8 M

\$94.3 M

AGE is Beautiful

“Age Is Beautiful means staying active, working hard and never losing sight of the joy in life.”



Meet Kay

Resident of Eskaton Natomas Manor

Kayoko “Kay” Sakaguchi’s life is a powerful story of resilience. After spending part of her childhood in a Japanese internment camp, she and her family moved to Japan, where she learned the value of hard work and perseverance. After high school, Kay moved to the U.S., where she worked faithfully for over 44 years at two companies.

Now retired, she lives in an Eskaton community, admired for her warmth and engaging smile. For the past 16 years, she has volunteered at a local elementary school, earning the President’s Volunteer Service Award for her dedication.

Kay’s life reflects her enduring strength and commitment to personal growth.



Power of Partnerships

Advancing understanding and knowledge in the field of aging alongside our local and regional partners is another way Eskaton seeks to improve the aging experience. Our network is diverse and wide-ranging, delivering support and the most up-to-date information as we seek to learn and implement forward-thinking strategies and tools.

Eskaton actively evaluates opportunities to provide management services, IT Support Services, joint-venture and affiliation relationships that align with our strategic plan. Several partners are listed here.

THE TROUSDALE

The Reutlinger
Community

THE PARKVIEW

O'CONNOR
WOODS

innovAge
AdventistHealth | ESKATON

Institute
on Aging

PARADISE VALLEY
ESTATES

mercyHOUSING

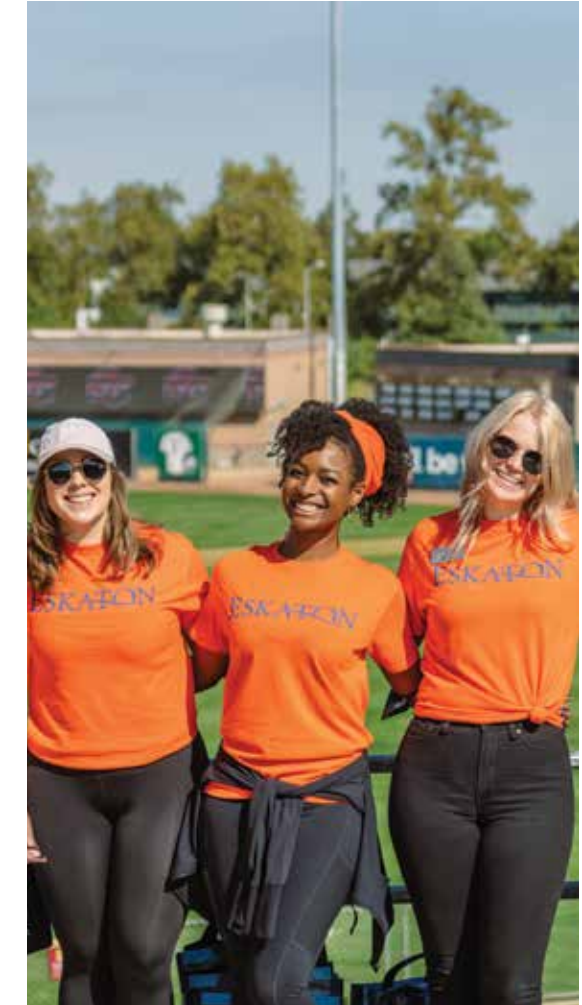
BETHANY

Expanding Education and Innovation

- California Commission on Aging
- California Department of Aging
- California State University, Sacramento
- LeadingAge California
- Stanford Center on Longevity
- UC Berkeley CITRIS - The Lighthouse Project
- UC Davis Health System Scholarship

Fulfilling Critical Needs in our Local Community

- Alzheimer's Association
- Broadway Sacramento
- Del Oro Caregiver Resource Network
- Placer Community Foundation
- RSVP (Reconciliation Singers Voices of Peace)
- Sacramento Metro Chamber





Giving Back

The Eskaton Foundation enhances the lives of older adults by fostering connection, creativity and well-being. Our donor-supported projects promote companionship, socialization and engagement through various initiatives. At the heart of our mission is the Resident Assistance Program, ensuring no older adult leaves their home due to financial hardship. We also support our dedicated staff through emergency assistance and scholarships.

\$706,000

The amount funded in 2023 to help older adults in financial need and to support life enriching programs.

\$33,000

Was gifted to 10 recipients as a part of the 2024 Scholarship Program.



VISIT OUR WEBSITE

Kids Connection

Our intergenerational program to connect grade school students with our residents.

1,600 Buddies

53 Classrooms

30 Communities

Spectrum of Services

Eskaton's diverse spectrum of services includes independent and assisted living, memory care, skilled nursing and rehabilitation. Our home-based services provide non-medical support for older adults in the comfort of their own homes. For older adults on limited incomes, Eskaton also offers affordable housing options.



Life Plan Communities and Multi-Level Communities offer a wide range of services on one campus, which may include independent living with services, assisted living, memory care, rehabilitation, skilled nursing care and short-term (respite) stays.



Independent Living delivers an independent lifestyle bolstered by the conveniences and confidence of available support.



Assisted Living provides residents with enhanced, personalized assistance with activities of daily living (ADLs) in the comfort of their apartment home.



Memory Care and Pre-Memory Care neighborhoods provide an environment supportive of self-expression, empowerment, and mutual respect through a transformative approach to care.

Affordable Housing

For older adults with limited incomes, rental assistance is available through the U.S. Department of Housing and Urban Development (HUD) at Eskaton's affordable living apartment communities.



Home-Based Services

Live Well at Home offers non-medical home-based services, including personal care, transitions to home, education and dementia care through our team of care navigators and professional caregivers.



Community Outreach

Eskaton's Resource Navigation and "Friendship Line" (in partnership with Institute on Aging) are community programs in which trained employees and volunteers provide daily, cost-free check-in calls and assist older adults in identifying and navigating resources and services.



Consulting, Management, and Support Services

Eskaton provides a wide range of consulting services as well as turnkey operational management and support services to meet the needs of their clients.

ESKATON®

Reflections 2023 - 2024

THE
TROUSDALE

THE PARKVIEW

The Reutlinger
Community

O'CONNOR
WOODS