



# PEOPLE THRIVE HERE

2022  
Annual Report



OAKWOOD  
VILLAGE

PRAIRIE RIDGE  
(608) 230-4000

UNIVERSITY WOODS  
(608) 230-4699



## Welcome to Oakwood Lutheran Senior Ministries' 2022 Annual Report

It can be easy to lose sight of a goal when facing hardship. Oakwood experienced a difficult and challenging year financially in 2022. Several key factors—which affected most, if not all, senior living providers—impacted our organization. The most significant financial impact was the extraordinary labor costs associated with ensuring residents receive the quality care they expect. In addition, reduced skilled nursing occupancy caused by staffing constraints, as well as lingering effects of Covid-19, continued to limit revenue opportunities. Supply chain issues and high inflation caused costs to rise. Finally, negative returns in the equity and bond markets contributed to Oakwood experiencing a significant net loss in 2022.

Despite these difficulties, Oakwood has not lost focus of our main objective: providing exceptional care and services to seniors. In 2022, Oakwood grew significantly in the ways we serve older adults. Home Health, Supportive Services, and Hospice Care are now available to residents under the umbrella of Oakwood Preferred Services. These new programs extend the continuum of care provided to residents on both Oakwood campuses. Home Health services assist with recovery and rehabilitation services ordered by your doctor and include skilled nursing services, therapies, and care coordination. Supportive Services offers private pay non-medical services designed to continue your independence at home. Staff can assist with activities of daily living, including bathing, medication reminders, laundry, and meal preparation. Hospice provides medical, emotional, and spiritual care to residents and their loved ones at a time they need it most. In-home hospice through Oakwood allows residents to spend their final days at their home, surrounded by loved ones and friends.

During its long history, Oakwood has continuously evolved and demonstrated that additional services were added to meet the needs of seniors and Oakwood's residents. Despite our age, Oakwood does not rest on tradition. Oakwood continues to assess the needs of older adults and explore new ways to best serve them. As Oakwood celebrates 75 years of service this year, we stand strong in our commitment to seniors and look forward to what our next chapter brings.

# STATEMENT OF FINANCIAL POSITION

## Oakwood Lutheran Senior Ministries, Inc. – Obligated Group

*“Obligated Group” excludes Foundation.*

*Audited Results for the Year Ended December 31, 2022 and 2021*

ASSETS	2022	2021
Current Assets	9,271,049	8,472,207
Bond Funds	13,601,326	38,076,085
Assets Limited as to Use	902,704	900,000
Property and Equipment, Net	143,602,480	115,230,556
Investments	43,314,436	55,179,732
Other	3,982,267	3,284,258
<b>Total Assets</b>	<b>214,674,262</b>	<b>221,142,838</b>
LIABILITIES & NET ASSETS		
Current Liabilities	27,907,463	20,099,716
Long-Term Debt	116,245,538	118,278,484
Refundable Entrance Fees	118,911,946	115,039,336
Other Long-Term Liabilities	10,750,519	8,605,093
Net Assets	(59,141,204)	(40,879,791)
<b>Total Liabilities &amp; Net Assets</b>	<b>214,674,262</b>	<b>221,142,838</b>

# FINANCIAL HIGHLIGHTS

## DAYS CASH ON HAND

Measuring the number of days worth of cash operating expenses an organization could cover with its unrestricted cash and investments.

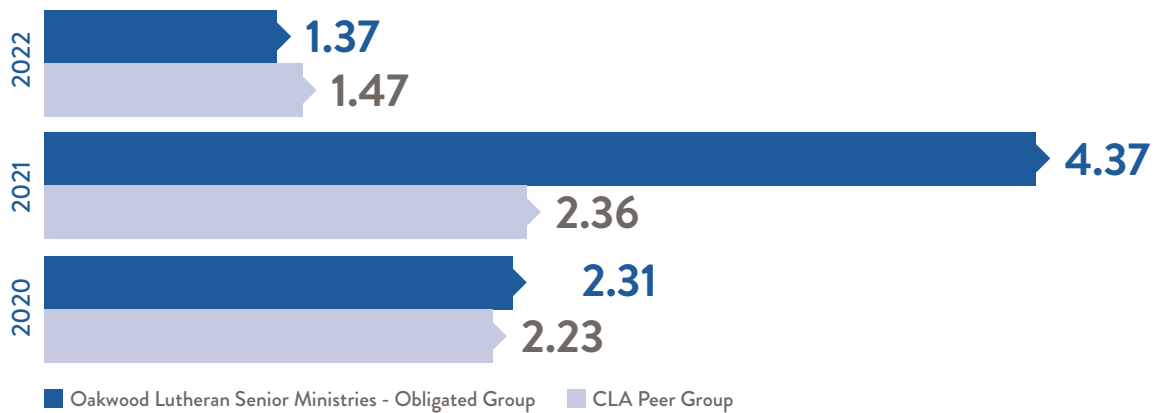
Desired trend = increasing over time



## DEBT SERVICE COVERAGE RATIO

Measure of the organization's ability to fund its annual debt service with operating cash flows and net proceeds from entrance fees.

Desired trend= increasing over time



# STATEMENT OF ACTIVITIES

## Oakwood Lutheran Senior Ministries, Inc. – Obligated Group

“Obligated Group” excludes Foundation.

Audited Results for the Year Ended December 31, 2022 and 2021

REVENUE	2022	2021
Net Resident Services	45,195,791	42,052,568
Other	7,283,973	2,347,348
<b>Total Revenue</b>	<b>52,479,764</b>	<b>44,399,916</b>
<b>EXPENSES</b>		
Operating Expenses Resident Care, Dining, Admin	51,818,202	47,203,798
<b>EBITDA Earnings Before Interest, Taxes, Depreciation &amp; Amortization</b>	<b>661,562</b>	<b>(2,803,882)</b>
Interest Expense	(3,791,526)	(2,446,761)
Depreciation	(8,602,272)	(8,112,614)
Gain/(Loss) on Disposal of Discontinued Project	7,908	(23,576)
<b>Operating Income/(Loss)</b>	<b>(11,724,328)</b>	<b>(13,386,833)</b>
Investment Income/(Loss)	(6,345,026)	4,814,816
Gain/(Loss) in Value Change of SWAP	-	5,484,227
Gain/(Loss) on Refinancing	-	(3,316,388)
<b>Non-Operating Gain/(Loss)</b>	<b>(6,345,026)</b>	<b>6,982,655</b>
<b>Excess Revenue Over Expenses</b>	<b>(18,069,354)</b>	<b>(6,404,178)</b>



# STATEMENT OF FINANCIAL POSITION

Oakwood Foundation, Inc.

Audited Results for the Year Ended December 31, 2022 and 2021

ASSETS	2022	2021
Current Assets	502,665	907,827
Investments	20,746,524	24,023,191
Other	258,363	377,385
<b>Total Assets</b>	<b>21,507,552</b>	<b>25,308,403</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable & Accrued Expenses	5,200,604	543,433
Charitable Gift Annuity	180,118	221,650
<b>Total Liabilities</b>	<b>5,380,722</b>	<b>765,083</b>
<b>Net Assets</b>		
<b>Without Donor Restrictions:</b>		
Board Designated	6,691,111	13,458,560
Undesignated	2,964,767	3,267,965
<b>With Donor Restrictions</b>	<b>6,470,952</b>	<b>7,816,795</b>
<b>Total Net Assets</b>	<b>16,126,830</b>	<b>24,543,320</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>21,507,552</b>	<b>25,308,403</b>



# STATEMENT OF ACTIVITIES

Oakwood Foundation, Inc.

Audited Results for the Year Ended December 31, 2022 and 2021

REVENUE, GAINS, & SUPPORT	2022	2021
Contributions	1,211,797	1,548,310
Investment Income/(Loss)	(3,301,181)	3,156,384
<b>Total Revenue, Gain/(Loss) &amp; Support</b>	<b>(2,089,384)</b>	<b>4,704,694</b>
EXPENSES		
Program Services	5,990,994	1,553,042
General & Administrative	29,591	31,994
Fundraising	306,521	136,773
<b>Total Expenses</b>	<b>6,327,106</b>	<b>1,721,809</b>
<b>Change in Net Assets</b>	<b>(8,416,490)</b>	<b>2,982,885</b>



# OAKWOOD LUTHERAN SENIOR MINISTRIES

## 2022 BOARDS OF DIRECTORS

as of May 1, 2023

### OAKWOOD LUTHERAN SENIOR MINISTRIES INC.

Peder Moren, *Chair*

Jill Derr, *Vice Chair*

Tom Hanson, *Treasurer*

Dan Stein, *Secretary*

Dorothy Edwards, Joy Gänder, Barbara Gessner, Sarah Kruger (*Ex-Officio*), Tom Rivers,

Kelly Sitkin, Calvin Williams, and Stan York

### OAKWOOD VILLAGE PRAIRIE RIDGE APARTMENTS, INC.

Peder Moren, *Chair*

Lois Schulz, *Vice Chair*

Dan Stein, *Treasurer*

Tom Pierce, *Secretary*

Jill Derr

### OAKWOOD VILLAGE UNIVERSITY WOODS APARTMENTS, INC.

Peder Moren, *Chair & Vice Chair*

Tom Hanson, *Treasurer*

Curtis Bush, *Secretary*

Joy Gänder

### OAKWOOD VILLAGE PRAIRIE RIDGE HOMES, INC.

Peder Moren, *Chair*

Barbara Gessner, *Vice Chair*

Tom Rivers, *Treasurer*

Martha Jo Church, *Secretary*

### OAKWOOD VILLAGE UNIVERSITY WOODS HOMES, INC.

Peder Moren, *Chair*

Stan York, *Vice Chair*

Tom Hanson, *Treasurer*

Richard Rossmiller, *Secretary*

Kelly Sitkin

### OAKWOOD FOUNDATION, INC.

Sarah Kruger, *Chair*

Donna Ulteig, *Vice Chair*

Rod Nordby, *Treasurer*

Lori Werbeckes, *Secretary*

Barb McCarthy, Peder Moren (*Ex-Officio*), Sue Ullsvik, Karl Wellensiek, Ed Young





# ASSOCIATION CHURCHES

Advent Lutheran Church ELCA  
*Madison*

All Saints Lutheran Church ELCA  
*Madison*

Bethel Lutheran Church ELCA  
*Madison*

Bristol Lutheran Church ELCA  
*Sun Prairie*

Burke Lutheran Church ELCA  
*Sun Prairie*

Christ Lutheran Church ELCA  
*DeForest*

Common Grace  
*Madison*

Good Shepherd Lutheran Church ELCA  
*Madison*

Hope Lutheran Church ELCA  
*Madison*

Immanuel Lutheran Church ELCA  
*Mount Horeb*

Immanuel Lutheran Church LC-MS  
*Madison*

Lakeview Lutheran Church ELCA  
*Madison*

Luther Memorial Church ELCA  
*Madison*

Lutheran Church of the Living Christ LC-MS  
*Madison*

Messiah Lutheran Church ELCA  
*Madison*

Midvale Community Lutheran Church ELCA  
*Madison*

Mount Olive Lutheran Church LC-MS  
*Madison*

New Heights Lutheran Church ELCA  
*Black Earth*

Norway Grove Lutheran Church ELCA  
*DeForest*

Our Savior's Lutheran Church ELCA  
*Sun Prairie*

Peace Lutheran Church ELCA  
*Waunakee*

Spring Prairie Lutheran Church ELCA  
*DeForest*

St. James Lutheran Church ELCA  
*Verona*

St. John's Lutheran Church ELCA  
*Madison*

St. John's Lutheran Church ELCA  
*Prairie du Sac*

St. Luke's Lutheran Church ELCA  
*Middleton*

St. Mark's Lutheran Church ELCA  
*Madison*

St. Martin's Lutheran Church ELCA  
*Cross Plains*

St. Paul Lutheran Church LC-MS  
*Madison*

St. Peter's Lutheran Church LC-MS  
*Arlington*

St. Stephen's Lutheran Church ELCA  
*Monona*

the Church  
*Fitchburg*

Trinity Lutheran Church ELCA  
*Madison*

Two Steeples Parish  
*Blue Mounds and Mount Horeb*

United in Christ Lutheran Church ELCA  
*Morrisonville*

Vermont Lutheran Church ELCA  
*Black Earth*

West Middleton Lutheran Church ELCA  
*Verona*