

**Missouri Slope**  
**Lutheran Care Center**  
*Together Enriching Life*

## CAMPAIGN FEASIBILITY AND READINESS STUDY SUMMER 2019



WEST ELEVATION



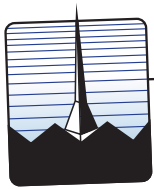
EAST ELEVATION

### OUR MISSION

Founded in Christian faith, we enrich lives with love and compassion.

### OUR VISION

To become a care center of learning and innovation.



**Missouri Slope**  
**Lutheran Care Center**  
*Together Enriching Life*

2425 Hillview Avenue  
Bismarck, ND 58501  
Tel: 701-223-9407  
Fax: 701-222-6328  
www.mslcc.com

May 1, 2019

Dear Friend,

It is a great day at Missouri Slope!

Created by the members of our community out of a need for specialized healthcare services, we continue to be blessed each day since we first opened our doors in 1967. Our existence, our mission, and our vision for the future depends on this continued need for services.

We have enjoyed being the only locally owned and operated non-profit senior living organization in our community. This has allowed us to respond and meet the local demand for more than 50 years. Now we find ourselves out of room.

Looking ahead to the future of senior living, we have determined the best option to serve the community is by building a new senior living campus. This will allow us to meet growing needs in our community, as well as alleviate pressure on our current campus so that it, too, can be rebuilt allowing it to be successful for another half century.

I invite you to join us as we embark on this historic journey for senior living in our community. Share the good news with your friends and family. Help assure our community's residents and their families will have the services they need when they are ready. Please read this document carefully and respond with your thoughts and ideas.

Our vision is to become a care center of learning and innovation. This ambitious project is an enormous step forward. We ask your prayers to guide us and grant us wisdom. It is a great day and the future is bright at Missouri Slope.

God bless you!

Reier Thompson, President/CEO



# MISSOURI SLOPE LUTHERAN CARE CENTER

## ORGANIZATION, LEADERSHIP AND MANAGEMENT

Missouri Slope Lutheran Care Center is a non-profit facility governed by a Board of Directors made up of representatives from the corporate member churches. Board members are elected each year at the Annual Meeting where delegates from corporate member churches vote on nominations.

### MISSOURI SLOPE LUTHERAN CARE CENTER

- ▶ Skilled Nursing Care Facility With 258 Beds
- ▶ Adult Daycare
- ▶ Rehabilitation services
- ▶ Memory care unit with 22 beds
- ▶ Valley View Heights Assisted Living – A 64 Unit Assisted Living Facility

### CORPORATE MEMBER CHURCHES

First Lutheran Church – Bismarck  
First Lutheran Church – Mandan  
Faith Lutheran Church – Bismarck  
Lord of Life Lutheran Church – Bismarck  
Lutheran Church of the Cross – Bismarck  
House of Prayer Lutheran Church – Bismarck  
Sunne Lutheran Church – Wilton  
Trinity Lutheran Church – Bismarck  
Good Shepherd Lutheran Church – Bismarck

### THE BOARD OF DIRECTORS 2019

Alton Larson – Board Chairperson  
Jerry Saude – Vice Chairperson  
Carol Beiswanger – Secretary/Treasurer  
Steve Andrist  
Diane Laub  
Don Walz  
Joyce Saylor  
Reverend Craig Schweitzer  
Stacy Krumwiede  
Bob Wefald

### 2018 FISCAL YEAR END BALANCE SHEET

Current Assets	\$5,179,128
Assets Limited as to Use	\$1,191,824
Property and equipment, net	\$14,445,474
Other Assets	\$5,510,338
<b>Total Assets</b>	<b>\$26,326,764</b>
<b>Total Liabilities</b>	<b>\$17,828,226</b>
<b>Total Liabilities and Net Assets</b>	<b>\$26,326,764</b>

### 2018 FYE ANNUAL OPERATIONS OVERVIEW

Total Revenue	\$31,411,112
<b>Total Expenses</b>	<b>\$32,008,785</b>

### 2018 KEY STATISTICAL FACTS

#### 550 EMPLOYEES

*73% of all expenses are for labor (salaries, benefits, FICA)*

#### 276 TOTAL ADMISSIONS

*44% of Nursing Facility residents are on Medicaid*



# MISSOURI SLOPE LUTHERAN CARE CENTER

## SERVING FOR 50 YEARS

In the late 1950's a group of Lutheran pastors in Bismarck saw a need in our community for a new nursing home. After several years of meetings and planning, Missouri Slope Lutheran Home opened its doors in 1967. After several expansions and a name change, Missouri Slope Lutheran Care Center became the care center it is today, with 258 skilled nursing beds and 64 assisted living apartments. Through the years, we are together enriching life.

- 1965** – Ground breaking for Missouri Slope Lutheran Home (MSLH)
- 1967** – First resident admitted
- 1973** – West Wing addition of 40 Beds
- 1980** – East Addition of 100 beds and 13 apartments
- 1987** – Missouri Slope Lutheran Home became Missouri Slope Lutheran Care Center
- 1988** – Foundation Articles of Incorporation issued
- 1992** – Ground breaking for Valley View Heights Independent Living Units
- 2003** – Valley View Heights converted to and licensed as a 30 unit Assisted Living Facility
- 1997** – New Chapel and expanded dining area
- 2008** – Valley View Heights II opens – adding an additional 34 Assisted Living Apartments
- 2017** – Purchase Agreement signed for Good Shepherd North property for a second campus

Early Brochure



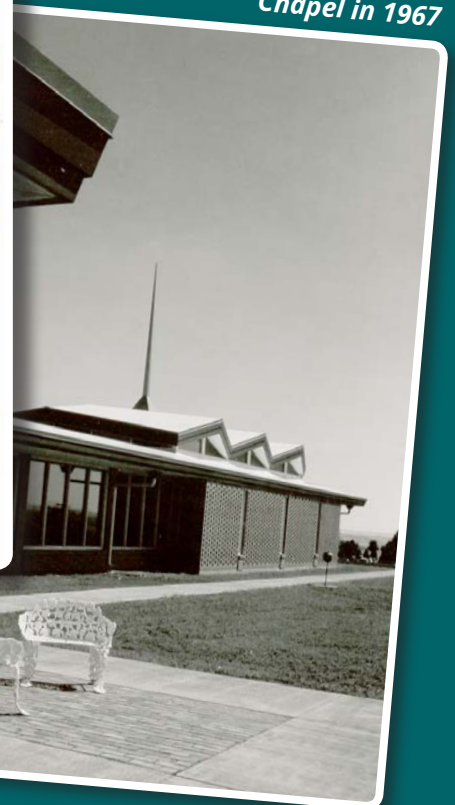
### Answering A Community Need

Missouri Slope Lutheran Home is concerned with making life for the aged more meaningful. The large, modern facility is joined with professional, 24 hour medical care in making life for the elderly more relaxing and enjoyable. Intensive nursing care equal to that of a hospital is offered without any attempt to provide the broad spectrum of hospital services. Missouri Slope has been well described as a "half-way house" where the aged or people needing care can have intensive nursing services between being discharged from a hospital and regaining their self-sufficiency. Many activities are scheduled at the home which occupy the time and thoughts of the patients. A Chaplate and Chapel facilities are an integral part of the mental and physical assistance cared on by the competent, 50 member, staff of the Missouri Slope Nursing Home, Bismarck, North Dakota.

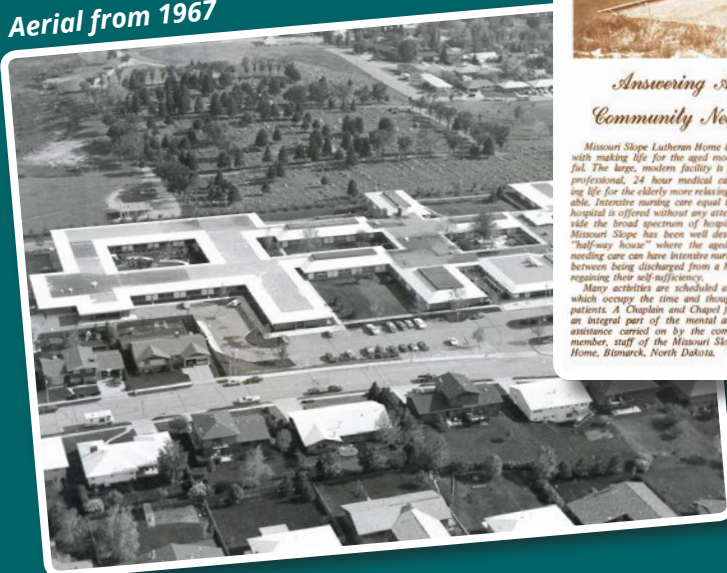
Missouri Slope Lutheran Home

—Dedicated to professional care and religious fulfillment for the aged—

Chapel in 1967



Aerial from 1967



# MANY CHANGES IN FIFTY YEARS

## CHALLENGES

The senior living scene has changed quite dramatically over the past 50 years. People's needs are as various as the number of options to meet them.

- 1) When MSLCC first opened in 1967, about one in ten residents used a wheelchair to get around. Today, about one in ten residents do not require a wheelchair.
- 2) Other equipment and devices that had not yet been conceived of at that time are now in use daily. These include mechanical lifts, oxygen concentrators and powered recliners, to name a few. These new and most helpful devices, however can also pose potential risks of injury when the space to accommodate them was not designed for them.
- 3) The level of care provided in the MSLCC skilled nursing home is much greater than ever before. The facility that brought this ministry through the first half-century will not be the one to get us through the next half-century.
- 4) In this industry, there is constant pressure to do more with less as nursing home regulations and reimbursement rates are constantly becoming more of a challenge. It is not possible to simply do things the way we always have.

Gratefully, the MSLCC board of directors, member churches, leadership team, residents, tenants, and staff have progressive, forward thinking hearts and minds. Our residents and their families continue to demand and deserve excellent services to meet their needs. Projections of the need for more nursing home beds, assisted living and independent living in the service area of MSLCC also drive this plan. See the summary of the recently completed market analysis below.

## MARKET ANALYSIS OF THE GREATER BISMARCK MANDAN AREA

*completed by Health Planning & Management Resources, Inc. Loretto, Minnesota*

In 2020, the unmet demand for nursing home beds is 144, subsidized assisted living is 51, subsidized memory care assisted living is 156, and independent housing with services is 33. In 2022, the unmet demand for nursing home beds increases to 273, subsidized assisted living is 39, subsidized memory care assisted living is 167, and independent housing with services is 68.

Remodeling the current campus is not possible without totally shutting down hundreds of nursing home beds at a time. This would be a disservice to the community.

Therefore, plans have been developed to pursue a second campus. This will alleviate pressure on current facilities so that it, too, can be rebuilt without affecting the supply of services in our community.

## SOLUTIONS DEVELOPED WITHIN A GREATER VISION

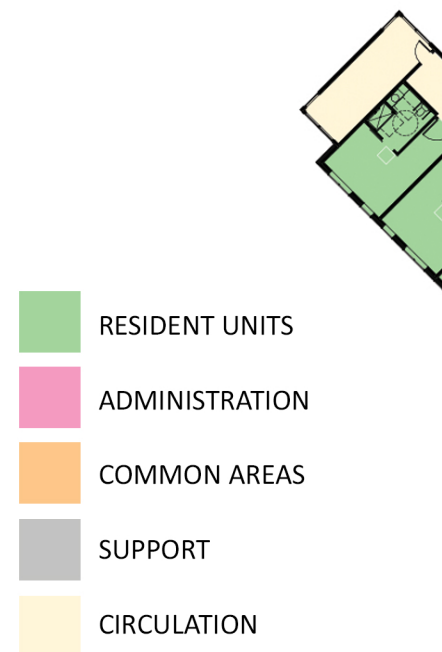
Building a new campus presents the opportunity to design for the future of senior living. The design team has kept the following elements in front of each and every decision: efficiency, quality, safety, and the resident/customer experience. Instead of bringing residents out to services, the design would become bringing the services to the residents. No more unnecessary steps/trips will be taken pushing wheelchairs around to large dining rooms on the perimeter of the campus. Facilities will be built vertically, shrinking the footprint and reducing the travel time. Call lights will be answered faster, employees will have nearby access to equipment, and all residents will enjoy private rooms.

Additional services to meet current and future demand include an advanced rehabilitation department with a warm water hydrotherapy pool. Care for more acute residents will be improved with piped in mechanical gasses and suctioning. Additional skilled memory care beds, subsidized assisted living, independent housing, adult day care, and several amenities such as a café/bistro and gathering spaces both inside and out will be built.

The workforce is what makes MSLCC great. The challenge in this day and age is to recruit and retain excellent team members. This plan will provide an onsite child day care center exclusively for our team members. This will not only help us recruit excellent employees, it also offers intergenerational programming that is shown to provide many benefits. Bringing the greatest generation together with the youngest generation on a daily basis improves employee morale and resident satisfaction plus builds character for the little ones.

The senior living industry has an incredible challenge to overcome with a large demographic of the U.S. population aging and starting to access senior living services. Developed in 2015, the MSLCC vision is to become a care center of learning and innovation.

MSLCC wants to take the same approach being used in teaching hospitals across the country and create a teaching nursing facility. The dream is to offer a place where the best and brightest come together each day to research, develop and implement ways to promote quality and safety in senior living. The goal is to partner with local educational institutions to bring the students of all ages and career paths onto the MSLCC campus where they can experience all that the senior living industry has to offer. Getting more people excited and aware of options in senior living will help solve workforce needs for MSLCC.





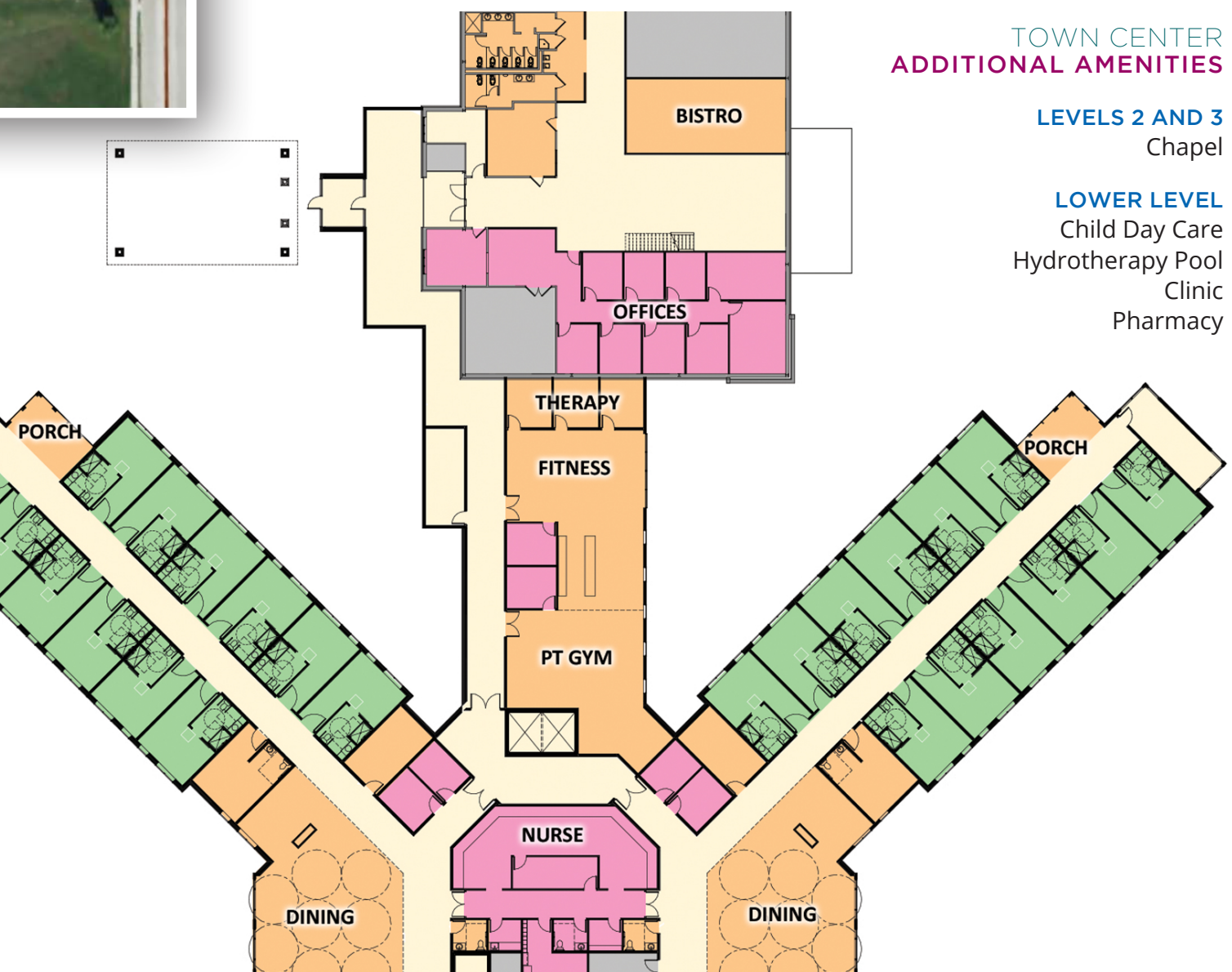
# THE NORTH CAMPUS

## A FACILITY TO PROVIDE THREE LEVELS OF SERVICE



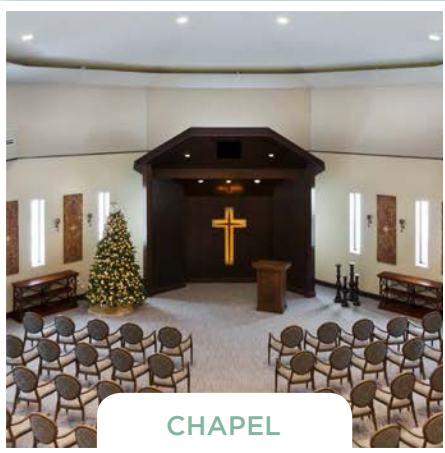
PROJECT PHASES		
Phase 1	<b>Skilled Care</b> <i>192 skilled nursing beds and town center</i>	\$55,000,000
Phase 2	<b>Basic Care</b> <i>130 basic nursing beds</i>	\$25,000,000
Phase 3	<b>Independent Living Apartments</b> <i>60 apartments</i>	\$20,000,000
<b>Total Projected Cost</b>		<b>\$100,000,000</b>

## TOWN CENTER FLOOR PLAN FIRST LEVEL



# THE TOWN CENTER

The Town Center will serve residents and their families by providing very important quality of life amenities. Charitable funding will assist in ensuring that these amenities can be included in the first phase of the of the North Campus plan. The photos on these pages visually describe some of those amenities.



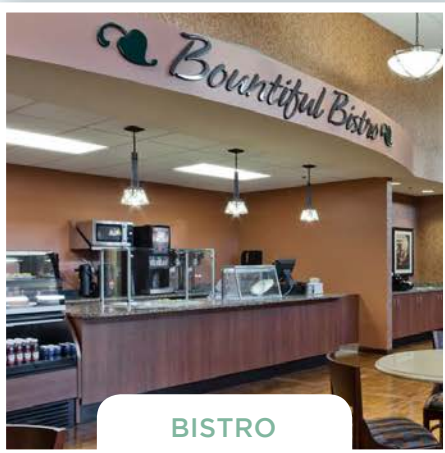
CHAPEL



FITNESS CENTER



HYDROTHERAPY POOL



BISTRO



CLUB ROOM



CHILDCARE

## THE PROPOSED CAPITAL CAMPAIGN PLAN **GOAL \$10 MILLION**

### PROPOSED CAMPAIGN TIMETABLE

FALL 2019	CAMPAIGN LEADERSHIP RECRUITED
JAN. 2020 - AUG. 2021	LEAD GIFTS PHASE
JUNE 2021	CONGREGATION PHASE LAUNCHED
SEPT. 2021 - MAY 2023	CONGREGATION CAMPAIGNS CONDUCTED



## STANDARD OF GIFTS

### THIS IS WHAT IT WILL TAKE!

Missouri Slope Lutheran Care Center proposes to conduct a capital campaign to assist in funding the new campus. The campaign will be conducted across the Greater Bismarck/Mandan area and among the owner congregations of MSLCC.

In order to fully subscribe the \$10 million campaign goal the following gifts and in the quantities listed, will need to be received from individuals, families, businesses foundations and congregations:

GIFTS	AMOUNT	CUMULATIVE TOTAL
1 Gift of	\$2,000,000	\$2,000,000
1 Gift of	\$1,000,000	\$3,000,000
2 Gifts of	\$500,000	\$4,000,000
4 Gifts of	\$250,000	\$5,000,000
5 Gifts of	\$100,000	\$5,500,000
10 Gifts of	\$75,000	\$6,250,000
20 Gifts of	\$50,000	\$7,250,000
40 Gifts of	\$25,000	\$8,250,000
50 Gifts of	\$15,000	\$9,000,000
75 Gifts of	\$10,000	\$8,750,000
Many more at other amounts		\$10,000,000



**JESSICA GILBERTSON**  
*Foundation Director*



## NAMING, MEMORIAL AND TRIBUTE GIFTS

Naming, memorial and tribute gift opportunities will be available to individuals, families, businesses, and foundations contributing major gifts to the campaign. Recognition of all naming, memorial and tribute gifts will be tastefully presented at a visible location at the new North Campus facility.

The proposed campaign will be conducted through the MSLCC Foundation and will seek gifts from individuals, families, foundations and congregations. Gifts will be received in the form of cash, contributions from required minimum distributions from IRAs, as well as assets readily converted to cash.

Gifts may be committed over a three- to five-year pledge period and on a schedule chosen by the donor.



## CONGREGATION GIFTS CAMPAIGN

Each MSLCC owner congregation will be asked to participate in this challenging campaign effort through a careful three-step process:

- STEP 1** Receive a congregation council visit to learn the specifics of the campaign projects, timetable and activities.
- STEP 2** Select a member of the congregation to serve as the campaign leader and have that selected leader attend an orientation and training program conducted by MSLCC.
- STEP 3** Set a goal\* for the congregation and then conduct a five-week campaign effort that offers every member family of the congregation an opportunity to participate through a contribution.

## CONGREGATION GOALS

Each congregation will be asked to set a non-binding, three-year goal for their campaign effort. Recommended goal levels are proposed on the basis of the average weekly worship attendance of the congregations since most pastors and lay leaders consider that statistic to reflect the effective size of their congregation. The following are the proposed goal levels for congregations.

<b>BASIC GOAL</b>	<b>\$100 PER WORSHIPPER</b>
<b>ADVANCE GOAL</b>	<b>\$200 PER WORSHIPPER</b>
<b>CHALLENGE GOAL</b>	<b>\$300 PER WORSHIPPER</b>

For example, a congregation with an average weekly worship attendance of 100 persons could select from among the following three-year goals:

<b>BASIC GOAL</b>	<b>\$10,000</b>
<b>ADVANCE GOAL</b>	<b>\$20,000</b>
<b>CHALLENGE GOAL</b>	<b>\$30,000</b>

# RECENT MSLCC FINANCIAL CONTRIBUTORS

The following individuals, families, businesses and congregation sources contributed gifts in support of the ministry of Missouri Slope Lutheran Care Center in 2018.

## \$1,000 AND ABOVE

Merton and Karen Johnsrud  
Wendell Albert†  
Associated Financial  
Dick and Karen Espeland  
First Lutheran Church Bismarck  
First Lutheran Church Mandan  
Faith Lutheran Church Bismarck  
Dave and Cazanue Fitterer  
Pastor Larry Giese  
Good Shepherd Lutheran Church  
Bismarck  
House of Prayer Lutheran Church  
Bismarck  
Alton and Delores Larson  
Lutheran Church of the Cross Bismarck  
MDU Resources Foundation  
Dale and Judy Nabben  
Magi-Touch Carpet One  
Barbara Handy-Marchello  
Professional Pharmacy, Inc.  
Steve and Barbara Andrist  
Bob and Susan Wefald  
Skeels Electric  
Roto-Rooter  
Dorothy Shertzer  
Reier and Whitney Thompson  
Robert and Nita Thompson  
Kathy Mills  
Roers Companies  
Wells Fargo

## \$500 - \$999

Concordance Healthcare Solutions  
Lynn and Carol Beiswanger  
Fireside Office Solutions  
Lord of Life Lutheran Church  
WELCA - Lord of Life  
Jeff and Char Wanek  
Mervyn and Jean Anderson  
Cole Papers  
Myrna Dahl  
Arlene Erdahl  
April Fugleberg  
Faith Lutheran Church Women  
Michael and Jessica Gilbertson  
Dorothy Grunseth  
Tim and Arnette Harris  
Lucille Braun  
Hillview Doers  
Mike and Stacy Krumwiede  
Margie Martin Lee  
Jeanette Radig  
Gary and Pat Ritter  
Larry Rolfson  
Caryl Rutten  
Mary Jo Sogge  
Jerry and Renee Walz  
Alvin and Elaine† Wittmaier

## \$100 - \$499

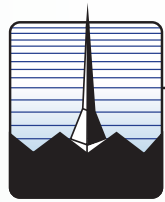
Lu Miller  
Clarence Baumann  
Reinhard and Kay Bellin  
Marlene Bender  
Fred and Devona Browning  
Rodger and Mavis Buchholz  
Dakota Community Bank and Trust  
John Doerner  
Environmental Abatement Services Inc.  
Larry Fuller  
Roger and Marie Gisinger  
Sheryl Hardy  
Dianne Herr  
Barbara Holwegner  
Dennis and Janice Klipfel  
Kristin Larson  
Larry and Phyllis Larson  
Diane Laub  
Norma Sue Lundstrom  
Howard and Dorothy Neils  
Mellissa Nordmeyer  
John and Carolyn Olson  
Betty Price  
Rainbow Gas  
Janice Ritchotte  
Kevin Sailer  
Joyce and Mark Saylor  
Gene Scherer  
Loren and Delores Schock  
Breanna Silk  
Angela Uhlich  
Elmer Allmendinger  
Arrow Cleaning and Restoration  
BEK Communications  
Capital Electric Cooperative  
Dakota Community Bank and Trust  
Dakota Outdoor Scapes  
Electrical Services  
Verna Giese  
Russell and Jane Gilbertson  
Myron and Donna Gunderson  
Infinity Rehab  
Kelsch, Kelsch, Ruff and Kranda  
Evan Lemere  
Loren and Renee Loritz  
Martel Enterprises Inc.  
June McFarland  
Eleanor Nieuwsma  
Northern Plains Plumbing and Heating  
Tim Reuer  
Harlow's Bus Sales  
American Bank Center  
Rev. Craig and Wendy Schweitzer  
Jonathan and Laurie Spilde  
Uniform Center  
Vaaler Insurance  
WELCA - Lord of Life Lutheran Church  
of Bismarck  
Don Walz

## LEGACY DONORS

The following are individuals/families who have included Missouri Slope Lutheran Care in their estate plans. Those indicated with a † are deceased.

Diane Laub  
Alvera Bergquist  
Clifford† and Verna "Peggy" Giese  
Merton and Karen Johnsrud  
David and Jan Kolding  
Alton and Delores Larson  
Ilene Larson  
Vi Lutness  
Dale and Judy Nabben  
LeRoy† and Ella Naves  
Myron and Judy Pfeifle  
Robert and Nita Thompson  
Victor and Doreen† Lemke  
Al Voegele†





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