

MARTHASM & MARY

CARING FOR CHILDREN AND SENIORS SINCE 1891

2025 Annual Report



A Year of Caring, Connection and Community.

MARTHA & MARYSM

CARING FOR CHILDREN AND SENIORS SINCE 1891

Supporting Member

Congregations

Bethany Lutheran
Bainbridge Island
Emmanuel Lutheran
Bremerton
Our Saviour's Lutheran
Bremerton
Peace Lutheran
Bremerton
Port Madison Lutheran
Bainbridge Island
Poulsbo First Lutheran
Poulsbo
Silverdale Lutheran
Silverdale
Vinland Lutheran
Poulsbo

Board of Trustees

President

Lynn Nordby
Bethany Lutheran

Vice-President

Diana Smeland
Poulsbo First Lutheran

Secretary

Dan Gottlieb
At Large
Bill Baird
At Large

Continued...

John Brock
Vinland Lutheran
Pastor Bill Crabtree
Silverdale Lutheran
Alan Crain
At Large
Katie Crain
At Large
David De Bruyn
At Large

Continued...

Dr. Christina Hughes
At Large
Kyle Kincaid
Silverdale Lutheran
Marilynn Maas-Jones
Vinland Lutheran
Kevin Moran
Silverdale Lutheran

These individuals and entities share their time, talent and treasures with Martha & Mary on a volunteer basis. Their genuine kindness, love and outpouring of support speaks volumes and we could not be more grateful for the efforts of each one of them. Thank you all!



2025 Poulsbo Veterans Day Parade –There is something extra special happening when the entire town parade circles our driveway. It's a beautiful expression of kindness and community spirit, shared by all ages, for all ages at its very best!

Reflecting on Progress, Looking Ahead with Purpose.

A message from our Leadership.



As we reflect on 2025, we are inspired by the dedication and care our teams bring to their work every day. Many of those efforts are reflected throughout this report—from strengthening community relationships, improving our technology systems and launching a newly redesigned website that better tells our story and supports our mission.

Our new website offers a fresh look and improved navigation, making it easier for residents, families, donors, and community members to connect with us. Most importantly, it more clearly reflects our mission to serve everyone, regardless of faith, ethnicity, or economic status. It is a meaningful expression of who we are and whom we are called to serve.

This past year also included important behind-the-scenes work focused on long-term stewardship. We continued to invest in cybersecurity to safeguard information in an increasingly complex digital world, and we took thoughtful steps to address the requirements of Washington State's Clean Buildings Act. With the help of a state energy grant, we are implementing energy efficiency improvements and data reporting systems that support both environmental responsibility and financial sustainability.

As we look ahead to 2026, we are excited to celebrate our 135th Anniversary and to continue deepening our connection with the community. Relationships are at the heart of Martha & Mary—especially relationships with people like you. Your trust, encouragement, generosity, and shared commitment to our mission make this work possible.

With great pride and gratitude,



Lynette L. Ladenburg
Chief Executive Officer



Lynn Nordby
President, Board of Trustees

LEADERSHIP

Lynette L. Ladenburg
Chief Executive Officer

Chris Vernon-Cole
Chief Operating Officer
Project Manager

Ellen Oconer
Financial Controller

Edward Koerner
Health Services Administrator

Dan Red
Director of Clinical Services

Renee Heroux Eicher
Children's Services Administrator

Jamie Payseno
Assisted Living Administrator

Connie Womack
Home Care Administrator

Kristine Grant
Director of Marketing &
Communications

Paige Middleton
Director of Human Resources

Angie Napier
Executive Assistant, Payroll
Manager & Communications

On the cover: Photo from
the Home page of our newly
refreshed website created
by our friends at:
Urban Sherpa Marketing.
Visit us at:
www.MarthaandMary.org

Sustaining a Legacy of Compassionate

Dear Friends of Martha & Mary,

On behalf of the Development Committee, thank you for your generosity and ongoing commitment to Martha & Mary. Your support makes our mission possible. Because of you, we can provide high-quality compassionate care to children, seniors, and families across our community.

Martha & Mary was founded in an era when there were no government-funded social safety nets. In those days, care only existed through the generosity and empathy of private citizens within the community.

Over the years, Martha & Mary grew, but so too did government support, and charitable donations became a smaller part of our funding. Unfortunately, the upcoming reductions in Medicaid funding will dramatically reduce Martha & Mary's ability to provide care to our most vulnerable neighbors. Soon, the need for the community to help fund these services will be as great as at any time in Martha & Mary's recent history.

Because of this looming threat, this year we focused on strengthening our fundraising efforts to support the long-term sustainability of our organization. We were encouraged by the continued success of our Generations of Care event and the steady growth in donor support, reflecting a community that deeply values the work being done every day at Martha & Mary.

A key priority this past year has been expanding participation in our Circle of Giving. This program provides a reliable source of support through recurring contributions. With a predictable source of support, we can plan more effectively and respond more confidently to evolving needs. If you are looking for a simple yet impactful way to support Martha & Mary, we encourage you to consider joining the Circle of Giving. Giving levels start small, but the effect of recurring contributions is enormous.

Perhaps the most enduring gift, however, is one that lives beyond us. Remembering Martha & Mary in your will is one of the most powerful ways to support the organization without impacting your current finances. Even a modest bequest to Martha & Mary will help ensure that children and seniors in Kitsap County continue to receive the compassionate care they deserve for generations to come. Through our partnership with the Kitsap Community Foundation and *FreeWill*, creating or updating a will is now free and takes as little as 20 minutes.

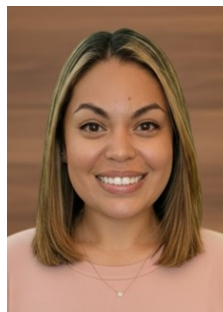
These gifts help ensure that future generations will benefit from the same care and services that define our mission today. To learn more, visit our web page or contact us at info@mmhc.org or 360.779.7500.

Martha & Mary has served this community since 1891. **That legacy of care endures because of people like you.** Thank you for being part of our story. Your generosity truly makes a difference.



With gratitude,

Alan Crain
Development Committee Chair



Gloria Chueca
Community Development Manager

Re-imagining Fundraising at Martha & Mary

Join our Circle of Giving

The **Martha & Mary Circle of Giving** is a passionate community of supporters who champion our mission through ongoing, recurring donations. By joining the Circle, donors become vital partners in sustaining the high-quality care and essential services we provide to children and seniors in our community. This consistent generosity ensures we can plan ahead and continue making a meaningful impact—every single day!!



Join our Circle today!



Turning Art into Action

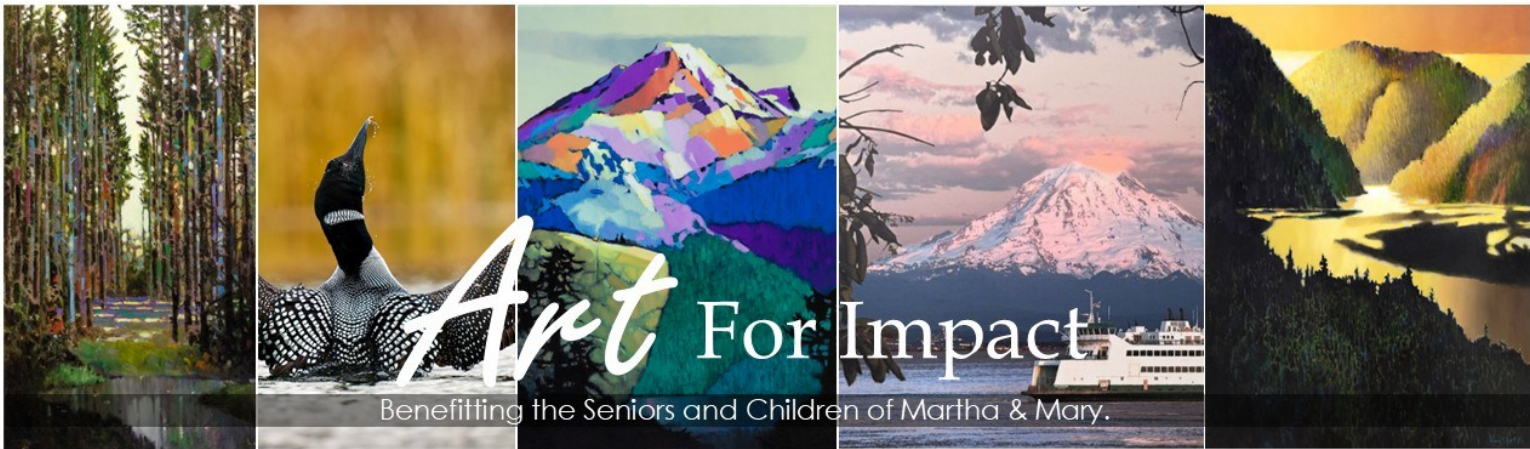
In 2025, we launched **Art for Impact**, a unique fundraiser that turns shopping into an opportunity to improve lives. Every piece of art purchased, and every donation made, supports essential care and creative programs for the seniors and children of Martha & Mary.

Art for Impact was established to honor and carry on the legacy of world-renowned artist, Max Hayslette. Max generously bequeathed his Pacific Northwest Collection to Martha & Mary. This extraordinary gift allows us to steward his remarkable work while advancing our mission to provide quality care and services that enrich the lives of children and seniors in our care—today and into the future.

Max's gift is far more than an artistic legacy—it is a heartfelt tribute to the people and mission of Martha & Mary. His spirit lives on through the Northwest Collection, and we are deeply honored to steward his work for generations to come.



Scan, shop and make an Impact!



Visit: www.MarthaandMary.org to learn more about Art for Impact & the Circle of Giving today!



A Year of Growth, Achievement and Connection.

The year 2025 was one of growth and accomplishment across all Kids programs. We are proud to share key highlights that reflect the dedication of our staff, the strength of our partnerships, and the vibrancy of our learning communities.



Our Early Learning Center (ELC) achieved a level 4 rating through Washington States Early Achievers Quality Rating and Improvement System, a designation signifying a quality level of excellence based on comprehensive onsite evaluations. We also experienced significant enrollment growth, with center-based early learning programs increasing by 23-25% across all age groups and our school-age program growing by 6%, including the reopening of Gordon Elementary after its COVID-19 closure. To support this growth, we welcomed 37 new early learning professionals and strengthened our leadership team through internal promotions.

Intergenerational programming remained a cherished component of our work, connecting preschool and pre-K students with “grandmas and grandpas” through joyful shared experiences. From Easter egg hunts, costume parades, shared art or music experiences, these interactions create lasting memories. We are thrilled to extend this meaningful program beyond Martha & Mary to senior care partners throughout Silverdale.



Our community partnerships play a vital role in enriching the experiences of our children and families. From visits with Santa and local fire departments, to free vision screenings provided by the Lions Club, Kids’ Dentist visits, and more, these experiences would not be possible without the generosity, collaboration, and continued support of our community partners. We are deeply grateful for the time, resources and care they invest in our organization.

We look forward to building on this positive momentum in 2026.

Why we do what we do.

A letter of gratitude.

Martha and Mary Family,

It's hard to put into words the depth of gratitude we feel for everything this early learning school has given our family. What started as a place of education quickly became something so much more—a foundation of care, patience, and genuine love that shaped not only learning, but confidence, curiosity, and character for our daughter.

The teachers and staff created an environment where growth felt natural and every small milestone was celebrated. You didn't just teach—you nurtured, guided, and believed in each child in a way that leaves a lasting imprint far beyond the classroom. The impact of those early days, the laughter, the encouragement, and the sense of belonging will stay with us for years to come.

It makes the news of moving incredibly bittersweet. While we understand that change is part of growth, it's not easy to say until next time, to a place that has meant so much. This school has been a steady, positive presence in our lives, and leaving it behind feels like closing a very special chapter. Please know that your work matters more than words can express. You've made a difference that extends far beyond your walls, and we will always carry that with us. Thank you for the care, the dedication, and the heart you pour into what you do every single day.

The Miller Family



Total Kids™ served in 2025.

Child Care & Learning Center, Poulsbo-230 children 0-5 years

Early Learning Center, Silverdale-151 children 0-5 years

Before & After School Programs-322 school-aged children across 6 sites.

Together we proudly cared for over 700 children in Kitsap County!

Children pictured are not affiliated with letter content above but they each receive the same love and support.

HEALTH SERVICES Rehab



A Continuum of Care through Health, Healing, and Comfort.



With a capacity for 135 residents, **Martha & Mary Health Services** is the largest non-profit senior health care center in Kitsap County. It is located on the main campus in Poulsbo, Washington.

We partner with local area hospitals and senior care providers to provide **Short-stay medical and rehabilitation care**. This care is directed towards seniors recently hospitalized and in need of more acute, extended care and physical, occupational and speech therapies to help regain strength and achieve their highest level of functioning.

Our greatest number of seniors residing in our Health Services building receive **Long-term care**. In this environment, we help people 24-hours a day, live and function at their most optimum level when they are no longer able to live independently or perform activities of daily living on their own.

Memory Care is thoughtfully delivered in a supportive, nurturing environment where patient-centered and compassionate care is paramount. A secure memory care neighborhood is an integral part of our program, offering safety, dignity, and comfort to both our seniors and their families.

Our **Palliative care and end-of-life care** provides comprehensive physical, psychological, and spiritual support during times of transition. Our goal is to provide comfort, dignity, and quality of life while providing compassionate guidance and support to both the individual and their families throughout their journey.



Health Services 2025 at a glance:

Average Daily Census 109

Total Admissions: 261

Health Services

Highlights from 2025

At the heart of our work is a commitment to efficiency, quality, and compassion. Over the past year, we focused on strengthening clinical systems and expanding support for our Health Services clients and their families.

Our nursing teams expanded their skills through an enhanced electronic health records program to improve our documentation and client outcomes through dynamic, comprehensive assessments and clinical guidance alerts. These changes help us overall as professionals in healthcare and for those we serve.

We were also able to purchase new vital sign equipment through a grant received from the Bainbridge Community Foundation. This equipment enables efficient and accurate collection of important physical values of a client such as blood pressures, temperatures, and pulses. These devices are used constantly in our Health Services building.

Enhancing the amenities for our Health Services clients was also priority. Re-opening our much loved gift shop that was closed during the pandemic was a welcome treat for all. This hub of social and fun encounters is centrally located and offers a variety of products for everyone.

And last, late in 2025 we introduced a Caregiver/Family support group for the memory impaired. This group offers comfort and practical tips and resources for those caring for or living with someone with memory impairment. This group has become invaluable for our families, finding that they are not alone in this journey.

These improvements reflect our continued dedication to responsive, high-quality care for those we are honored to serve everyday.

Here when you need us.

Nancy, an active 82-year-old, was making her morning tea when a sudden tightness gripped her chest. Realizing something was wrong, she called 911. At the hospital, doctors confirmed she had a mild heart attack. After a few days of stabilization, her care team recommended a short stay in a skilled nursing facility for rehabilitation and continued clinical support. Nancy shared there was only one place to go, Martha & Mary!

Under our care, Nancy participated in a structured, interdisciplinary rehabilitation program. She worked closely with our skilled multidisciplinary teams, physical therapists and clinical staff who carefully monitored her cardiac status while guiding her through a progressive therapy plan.

While some days were challenging as fatigue and stamina required rest, our physical therapy sessions, clinical assessments, medication management and support were carefully paced to ensure Nancy's continued progress and well-being. Our shared goals to ensure cardiac stability, build strength, improve balance, and gain confidence improved every day.

By day 16, Nancy achieved a major milestone; she was walking without shortness of breath, she was demonstrating renewed strength and understanding of her medication regime, and was ready to safely return home. Our staff encouraged her and cheered her on every step of the way!

This type of scenario is an example of what many in our community experience.

At Martha & Mary, we walk beside our clients and their families through some of life's most vulnerable chapters, offering steady hands, open hearts and unwavering support. Each step forward fuels our commitment to compassionate care and reminds us why this work matters so deeply.



BAY VISTA COMMONS



Working in collaboration with Bremerton Housing Authority, Martha & Mary manages Bay Vista Commons Assisted Living and Memory Care. This community provides quality assisted living housing and memory care services to income-qualified individuals. In 2025, Bay Vista Commons maintained an 88% occupancy rate.

Bay Vista Commons (BVC) had an eventful and productive year in 2025. The main dining room was beautifully refurbished with new paint, flooring, dining chairs, cabinetry, counter tops and updated décor. This fresh, welcoming look was enthusiastically received by residents and visitors alike. Several other areas of the building also received enhancements, including new accent walls, updated flooring in the elevators and one of the most significant improvements, the purchase of a new bus!

Residents enjoyed frequent outings throughout the year, with trips to destinations such as the Festival of Trees, trips to local farmers markets, and many other community events.

Their Nursing team also welcomed a new Director of Nursing, whose leadership has encouraged positive improvements in care delivery and team operations, helping build a strong foundation for an exceptional 2026.

For more information about BVC, please visit: www.BayVistaCommons.com.



EBENEZER SENIOR LIVING

4-story high-rise
24 units

VILLAGE GREEN

4-story high-rise
35 units

Martha & Mary **Ebenezer Independent Senior Living Apartments** can be found on the hillside in Poulsbo. The apartments offer scenic views of Liberty Bay and are just a short walk away from the historic waterfront, local shops and restaurants.

Martha & Mary also has partnered in the development of the **Village Green Independent Living Apartments** in Kingston, Washington. This apartment building is only a short walk away from the Village Green Community Center, the Kingston-Edmonds ferry, as well as Kingston's main street.

Each of these locations maintains an extensive waitlist.

At HomeSM



Martha & Mary At Home offers exceptional home care services to seniors in Kitsap and surrounding counties. Our services help seniors maintain some independence and enhance the feeling of security and stability in the comfort of their own home.

At Home has achieved a Provider of Choice Award for over 10 Years!

2025 at a glance

Total clients: 32

Total staff: 15

Top services requested:
Personal care and respite care are the most sought after services.

2025 Financial Report

Statements of Financial Position

ASSETS	2025	2024
Current Assets	\$ 10,007,341	\$ 9,100,377
Property & Equipment	8,157,821	8,251,954
Reserves & Restrictions	643,315	576,637
Beneficial Interest in Term Trust	1,053,313	983,285
Other	141,247	178,523
Total Assets	\$20,003,037	\$19,090,776
LIABILITIES & NET ASSETS		
Liabilities		
Current Liabilities	\$ 2,308,401	\$ 2,235,519
Long-term Debt	13,777,241	14,022,007
Other Liabilities	13,695	19,951
Total Liabilities	16,099,337	16,277,477
Net Assets	3,903,700	2,813,299
Total Liabilities & Net Assets	\$20,003,037	\$19,090,776

Statements of Activities

REVENUE	2025	2024
Resident Care	\$17,815,912	\$17,231,939
Children's Tuition	5,707,794	4,619,874
Home Care Services	321,037	500,621
Management Services	2,465,925	2,334,344
Rental Income	302,930	344,080
Misc. Fees & Services	345,380	319,091
Contributions & Grants	553,995	151,044
Insurance Proceeds	-	753,084
Other Income	395,354	120,411
Total Revenue	27,908,327	26,374,488
EXPENSES		
Salaries & Wages	\$15,468,128	\$15,129,790
Employee Benefits	4,194,286	4,002,413
Supplies & Food	1,838,197	1,747,819
Depreciation	1,120,545	1,015,596
Utilities, Insurance & Other	1,835,309	1,869,371
Interest & Amortization	404,710	400,276
Professional Services	2,603,281	2,230,236
Total Expenses	27,464,456	26,395,501
EXCESS (DEFICIT) OF REVENUES		
OVER EXPENSES	\$ 443,871	\$ (21,013)



Lynette Ladenburg, CEO, and Stephen Goforth, Facilities employee and recipient of the 2025 Martha & Mary Award.



Lynette Ladenburg, CEO, and Lila Dollar, Environmental Services Director, honoring 40 years of dedicated service.



Martha & Mary Kids enjoy an informative visit from the Poulsbo Fire Department.



Santa spreading holiday cheer with Martha & Mary Kids.

MARTHASM & MARY

19160 Front St NE

PO Box 127
Poulsbo, WA 98370

Our Mission

Martha & Mary provides quality, compassionate care and intergenerational experiences for children, adults, and seniors regardless of faith, ethnicity, or economic status. We do this in a Christian manner by offering those we serve caring rehabilitation, a safe place to grow and learn and an opportunity to live with dignity, honor and individuality.

