



# TURNING GREAT CHALLENGES INTO GREAT PROGRESS

MEALS ON WHEELS AMERICA ANNUAL REPORT 2021

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# A MESSAGE FROM OUR LEADERS

The year 2021 began as 2020 ended, with the deadly COVID-19 pandemic wreaking havoc and taking its most focused aim toward vulnerable seniors. And yet, the unyielding commitment of the staff and volunteers of our nationwide network of local community Meals on Wheels programs kept our wheels turning. The Meals on Wheels America network had already adapted our normally high-touch service model to operate safely and efficiently across the country and scaled capacity to meet the continued burgeoning need. And, all of this was made possible by a nation that stepped up to provide the additional resources we needed to mount such an effective, sustained response.



The general public, corporations and the federal government took swift and bold action in recognition of the fact that our programs, already embedded in communities across the country, were now perfectly positioned to keep seniors safely at home throughout the crisis.

As the national leadership organization for Meals on Wheels programs nationwide, we delivered in a wide range of critical areas. Advocating on Capitol Hill yielded \$750 million in COVID-19 relief funding that went directly to the front lines; launching the Go Further Fund raised additional donations that enabled us to grant over \$3.7 million to communities in the greatest need; deploying our boots-on-the-ground facilitated vaccinations for seniors in the hardest to reach areas in partnership with the Health Resources and Services Administration, part of the U. S. Department of Health and Human Services; and, leveraging the power of the Meals on Wheels brand generated millions of dollars in additional exposure and awareness that helped fuel it all.



The generosity that enabled this impact also afforded us the rare opportunity to invest in strategic imperatives to help us keep pace with the continuing escalation in demand. Just as we have been there for our nation's most vulnerable seniors for decades, our focus is now on ensuring a viable safety net for homebound seniors everywhere for decades to come. And, with your help, that is exactly what we will do.

Because, we know that Together, We Can Deliver®.

A handwritten signature in blue ink that reads "Ellie Hollander".

**Ellie Hollander**  
President and CEO  
Meals on Wheels America

A handwritten signature in blue ink that reads "Patti Lyons".

**Patti Lyons**  
Board Chair  
Meals on Wheels America

# SENIORS WERE ALREADY BEING LEFT BEHIND

The doubling of demand for Meals on Wheels that was projected to take 40 years to materialize became a reality practically overnight.

Even before March 2020, record numbers of seniors were already struggling with hunger and isolation. More and more were being left behind as families continued to spread geographically, leaving parents and grandparents struggling to get by without much-needed family support. While they should have been able to turn to their communities for help with food, companionship and other basic needs, public and private funding has been woefully inadequate for decades. Escalating costs of living strapped them even further, and systemic inequities around ageism, ableism and racism continued to plague millions of seniors across the nation.

Then, the global pandemic hit and took its most lethal aim at the elderly, sparking an intense amplification of the daily struggles they were already facing. Having experienced a doubling of demand in 2020 that was projected to take 40 years to materialize, Meals on Wheels was already facing what seemed like an insurmountable mountain to climb. When the pandemic continued full throttle into 2021, Meals on Wheels America and our network of thousands of local programs pushed into overdrive to sustain services and supports for the millions of seniors who were depending on us.

**Fortunately, however, we were able to rise to that challenge.**



Even in late 2021, 83% of programs were still serving more home-delivered meals than they did pre-pandemic.

## MEALS ON WHEELS AMERICA

**Vision:** An America in which all seniors live nourished lives with independence and dignity

**Mission:** To empower local community programs to improve the health and quality of life of the seniors they serve so that no one is left hungry or isolated



### MEET ROBERT

When asked how Meals on Wheels makes him feel, Robert summed it up with just one word: "Relief."

Roberto (Robert) Montanez's life changed dramatically and forever when a fall from a three-story building on a construction site left him permanently disabled decades ago. For him, even small tasks like cooking are now especially difficult. While he could manage on his own before COVID-19 hit, the additional complexities of shopping and getting out safely challenged him even further. That's when he signed up for Meals on Wheels.

Easing the burden of cooking isn't the only benefit Robert receives

# TURNING CHALLENGE INTO PROGRESS

Throughout the year, our network continued to step up to the plate, delivering millions more meals and to millions more seniors. And yet, tragically, time has already proven that this heightened demand is here to stay. Based on a survey Meals on Wheels America conducted at the end of 2021, 83% of programs were still serving more clients than they did pre-pandemic, and eight out of 10 programs believed these new clients will remain in need of Meals on Wheels services for the long haul. These numbers are on top of the preexisting growth of a rapidly increasing senior population, with more than 12,000 Americans turning 60 every day.

**Our nation's safety net for homebound seniors faced our biggest test, and we weathered the storm.**

from Meals on Wheels. He says that COVID-19 has made him much more anxious – he often struggles to fall asleep and wakes up during the night worrying. His inability to connect with others, or even leave the house, makes him feel lonely and hopeless. During this trying year, Meals on Wheels has been a vital addition to Robert's life, alleviating many of his daily stressors.

**Meals on Wheels also helps him feel like he's not alone.**

If the pandemic has taught us anything, it's the value of connection.

Although the end of COVID-19 may optimistically be in sight, seniors like Robert will continue to rely on Meals on Wheels for months, or even years to come. It will provide them with the healthy food and life-saving human connections they crave, need and deserve.

**When asked how Meals on Wheels makes him feel, Robert summed it up with just one word: "Relief."**

**\$3.73 M**

In flexible, strategic funding

**186**

Local Meals on Wheels programs

**155,244**

More seniors served

# DOUBLING DOWN TO CREATE AMAZING RESULTS

As the greatest challenge of our network’s history continued, we quickly mobilized in numerous ways to drive support to the places where and when it was needed most.

## GRANTED FUNDS DIRECTLY TO THE FRONT LINES

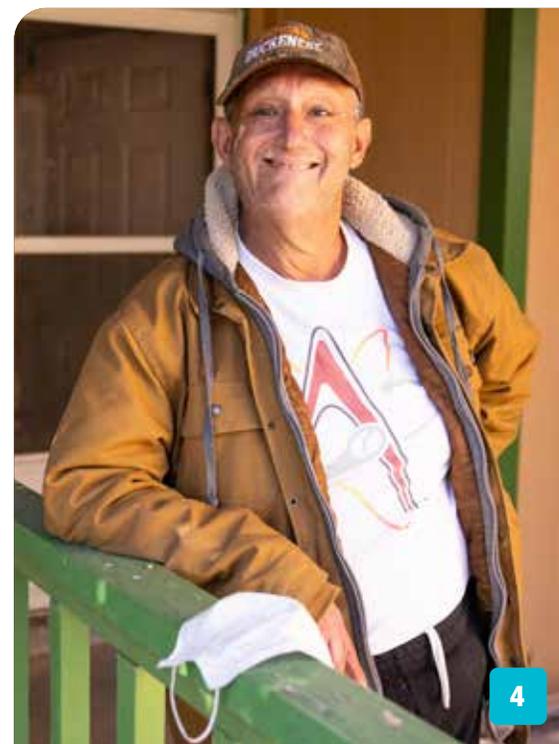
Although Meals on Wheels America has long been a grantmaker to local senior nutrition programs, beginning in 2020 and throughout 2021, our efforts to strategically resource local organizations grew dramatically. In 2021, we established the **Go Further Fund** to help scale our vital lifeline by building capacity; supporting communities in crisis; and driving innovation that will improve the ways our country addresses the issues that impact seniors. While the specific services enabled through each grant varied, ultimately, we were able to:

- Grant \$3.73 million in flexible, strategic funding
- Help 186 local Meals on Wheels programs to build capacity
- Serve 155,244 more seniors

## ADVOCATED FOR BILLIONS OF DOLLARS IN EMERGENCY FEDERAL SUPPORT

Never before was the effectiveness of the public-private partnership that is Meals on Wheels so visibly on display. When our nation sprang into action against a deadly virus, our team was in constant contact with leaders on Capitol Hill, ensuring that protecting seniors was at the center of our national response. In 2021, our efforts contributed to:

- Securing an additional \$1.4 billion in Older Americans Act funding that was signed into law as part of the American Rescue Plan Act
- Obtaining an additional \$1.2 billion in Older Americans Act funding as part of the House-passed Build Back Better Act, including \$140 million for senior nutrition programs like Meals on Wheels
- Garnering bipartisan support from 40 Senators and 100+ Representatives urging a doubling in FY 2022 funding for Older Americans Act programs that reduce hunger, social isolation and more



CONTINUED

# DOUBLING DOWN TO CREATE AMAZING RESULTS



## HELPED TO VACCINATE SOME OF THE MOST VULNERABLE

Homebound seniors are traditionally among the most difficult populations to reach. And yet, during a pandemic, they are among the most important to protect. That is why federal agencies leveraged our network, already embedded in virtually every community across the country, in their efforts to increase vaccine awareness and vaccinations among this high-risk population. Meals on Wheels America's efforts included:

- Supporting the Health Resources and Services Administration's efforts, in partnership with others, to boost COVID-19 vaccination rates among seniors, with a focus on rural areas through distribution of \$360,000 in grants
- Acting as a founding member of the White House COVID-19 Community Corps, led by Vice President Kamala Harris and Surgeon General Vivek Murthy, an initiative to increase vaccine confidence and reinforce virus prevention activities to ensure seniors stay safe



## FAST-TRACKED MEALS ON WHEELS HEALTH™

Meals on Wheels Health is a bold, transformational endeavor to simultaneously take on two of America's most entangled problems: generations of seniors being left behind, hungry and alone – and the spiraling costs of healthcare. Partnering with the healthcare system will enable us to reach more seniors who could benefit from supportive services to either prevent more serious and costly conditions or to facilitate recovery from health events and enable them to safely return to their homes and communities with independence and dignity.



CONTINUED

# DOUBLING DOWN TO CREATE AMAZING RESULTS



In 2021, we drove substantial progress in our efforts that included the following:

- Defined service offerings that address the needs of vulnerable seniors while meeting the priority concerns and biggest pain points of healthcare partners
- Invested in compliance and risk management technology required for healthcare contracts
- Hired and onboarded a Chief Health Officer



KEEPING JOAN AND SNOWBALL TOGETHER

Regular visits and deliveries to the home ensure Snowball and Joan get the care they need.

For the last 10 years, Joan, a 65-year-old Meals on Wheels client, has shared her world with her cat, Snowball. They are able to live an independent life together, and there's no question it's filled with love. Joan says of Snowball, "Every now and again she'll come lay with me on the bed. It doesn't happen often, so it's extra special when it does."

When Joan suffered a massive stroke that had her in and out of

the hospital for nearly a year, she worried that she might lose her ability to live independently in her home. Fortunately, her local Meals on Wheels program was there for her when these struggles began and has been there to support her ever since.

In addition to caring for Joan, Meals on Wheels provides the food, supplies and even the veterinary care that help Joan and her furry companion shelter safely in place.

**"I really appreciate Meals on Wheels bringing food and litter by for Snowball."**



CONTINUED

# DOUBLING DOWN TO CREATE AMAZING RESULTS



## FORTIFIED OUR MEALS ON WHEELS SERVICE MODEL™

The power of the Meals on Wheels Service Model is that it simultaneously addresses three of the primary struggles faced by homebound seniors: hunger, social isolation and safety issues that arise with aging. Ensuring that all local programs across the country have the resources to consistently provide this comprehensive service is imperative as we expand our reach to enable more seniors to remain living in their own homes.

## DELIVERING SO MUCH MORE THAN A MEAL

Through strategic partnerships, we deepened our investment in a range of supportive services that augment the core nutrition component of the Meals on Wheels Service Model:

- **The Home Depot Foundation** supported an initiative that enabled home repairs and safety modifications (such as installing ramps and grab bars) to be made by local programs to keep seniors safe and reduce fall risks. Together, we completed **284 critical home repairs for veterans** and their families served by Meals on Wheels in eight states.
- **PetSmart Charities®** underwrote our national strategy and local grantmaking to help seniors keep and care for their beloved pets. Together, we funded **109,228 pounds of emergency pet food**, accelerated **access to veterinary care in 25 states** and served **17,779 furry companions** of Meals on Wheels clients.
- **Caesars Foundation** invested in essential infrastructure to accelerate the development of social connection programs to reduce senior isolation and loneliness. This included launching **socialization pilots in five markets**, with plans to refine and scale effective socialization programming across the Meals on Wheels network in the coming years.

## THE MEALS ON WHEELS SERVICE MODEL

A combination of services that support senior independent living

**NUTRITION+**  
**SOCIALIZATION+**  
**SAFETY CHECKS**





# LEVERAGING THE POWER OF THE MEALS ON WHEELS BRAND

Meals on Wheels has one of the most powerful brand names in America, and we benefited from widespread earned media during the pandemic's earlier phases. However, it did not take long for the media to turn elsewhere and exposure waned – while, at the same time, the need continued to soar.

That is why we invested in our first-ever, year-round digital marketing effort and innovative media partnerships to keep the issues of senior hunger and social isolation top-of-mind.

## 2021 DIGITAL CAMPAIGNS



The **Make Good Go Further™** campaign ran throughout the year to raise awareness of the critical need for Meals on Wheels services and help people understand how they could make a difference.



Our **Give A Little Bit** end-of-year fundraising campaign, supported by \$600,000 in donated media from Comcast and Univision, created a deeper understanding of the personal pain that accompanies aging, and highlighted Meals on Wheels' role in delivering care and love as an antidote.



Our PSAs featuring **Richard Gere and his dad, Homer**, continued to perform strongly, delivering a total of \$11M in donated media to date and spread the heart-warming story of their personal experiences with Meals on Wheels.

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# LEVERAGING THE POWER OF THE MEALS ON WHEELS BRAND



**QVC** led its first holiday fundraising campaign in support of Meals on Wheels and No Kid Hungry, recognizing that no one – young or old – should go hungry. Both organizations were featured on QVC’s TV channel, in-app and online.



## RECEIVED MAGNANIMOUS CORPORATE SUPPORT

We continued to have an outpouring of generous corporate partners, enabling us to help our network and advance our mission. With their help, we created direct and immediate impact for seniors across the country. Some of these partners’ efforts are highlighted below.

- **Subaru of America**, continued to raise significant funding and awareness of Meals on Wheels through its annual Share the Love® event that included a national TV spotlight.
- **Macy’s 24th annual “Bag Hunger”** campaign raised funds both online and onsite at hundreds of stores nationwide. As part of this campaign, our partnership and cause were highlighted in a feature on BuzzFeed.
- Through its 300+ restaurant and bar locations in 32 airports nationwide, **SSP America** raised funds and awareness through cause-marketing promotions.
- **William Hill** once again ran its “Make a Difference, Create a Moment” campaign to raise funds and awareness about Meals on Wheels’ important role in addressing social isolation.
- **Bob’s Red Mill** rallied its customers to donate through online check-out during the holiday season.
- Through a matching gift on #GivingTuesday, **D.A. Davidson** helped raise more than \$300,000 in just one day. And at year-end, the **US LBM Foundation** stepped in with the same generosity – offering a matching gift that helped us raise more than \$213,000 in a single day.
- **Charles Schwab** inspired its customers and employees to again donate to our cause through its second annual Season of Giving campaign. (Additionally, they created more than 3,000 handwritten cards that were delivered to seniors through local Meals on Wheels programs.)

## AWARDS AND ACCOLADES

- The 2021 virtual **Association Trends “Trendy” Awards** presented two gold awards to Meals on Wheels America for Best Advocacy Campaign and Best Social Media.
- Meals on Wheels America was nominated for a prestigious **Purpose Award** which recognizes the use of creative ideas to further positive causes.

CONTINUED

# LEVERAGING THE POWER OF THE MEALS ON WHEELS BRAND

Convened more than **800** local leaders

Hosted **82** virtual trainings to build local programs

Created a **COVID-19** strategic research portfolio

- Meals on Wheels America won the Grand Prize for Best Campaign in **PR Daily's Content Marketing Awards** with its annual fundraising campaign.

## CONVENED LEADERS AT ALL LEVELS

There are amazing and powerful Meals on Wheels staff and programs across the network, and one of the most productive ways to spark progress is to bring them together to share their experiences and insights. Through a variety of formats, we assembled our best minds to share learnings and promising practices through our **2021 Meals on Wheels Virtual Conference and Expo**, which attracted more than 800 local leaders, and 82 separate virtual training and education sessions, that supported sustainability and drove inventive practices across the network. Staying connected was pivotal to rising to the challenges that year two of a pandemic created.

## ADVANCED THE BUSINESS CASE FOR MEALS ON WHEELS

While the benefits of Meals on Wheels are significant and well known, we still look to better quantify their impact. To achieve that, we are engaged in a number of comprehensive research initiatives aimed at providing quantifiable evidence of both the social and economic value that Meals on Wheels delivers. Toward that end, we:

- Collaborated with **Johns Hopkins Bayview Medical Center** to demonstrate Meals on Wheels' ability to improve overall well-being and reduce hospital readmissions
- Participated in a **Brown University project funded by the National Institute on Aging** to demonstrate the impact of Meals on Wheels on early-stage Alzheimer patients and their caregivers
- Through a \$4 million funding award, are partnering with **Brown University** in a **Patient-Centered Outcomes Research Institute (PCORI)** multi-year study to measure the impact of Meals on Wheels services among 2,300 older adults currently on waiting lists



# FINANCIALS

## REVENUES

In-Kind Contributions	10,934,533
Grants and Contributions	19,939,647
Conference	342,675
Program Service Fees	1,082,089
Government Grants	655,540
Membership Dues	237,503
Other Income	2,631
<b>Total Revenue</b>	<b>33,194,618</b>

## EXPENSES

Program Services	29,643,411
Management and General	1,530,943
Development	3,386,901
<b>Total Expense</b>	<b>34,561,255</b>

Change in Net Assets from Operations (1,366,637)

Investment Income (Loss) 626,266

Forgiveness of debt and accrued interest 512,976

**CHANGE IN NET ASSETS** (227,395)

Net Assets, Beginning of Year 34,004,935

Net Assets, End of Year 33,777,540

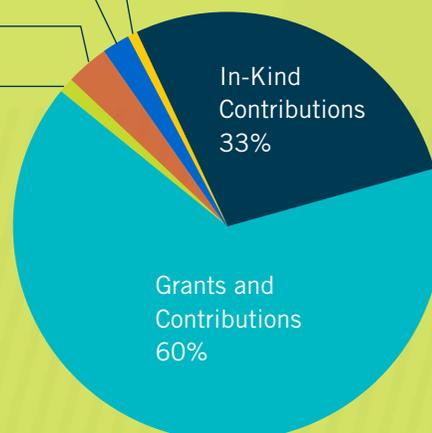
## 2021 SOURCES OF FUNDS

Membership Dues <1%

Government Grants 2%

Program Service Fees 3%

Conference <1%



## Meals on Wheels America's National Board Members

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**Patti Lyons – Chair**

President  
Senior Citizens, Inc.  
Savannah, GA



**Vinsen Faris**

Chief Executive Officer  
Meals on Wheels San Antonio  
San Antonio, TX



**Calvin A. Moore – Vice Chair**

President and CEO  
Meals on Wheels of Metro Tulsa, Inc.  
Tulsa, OK



**Holly Hagler**

President and CEO  
Meals on Wheels Orange County  
Anaheim, CA



**John Marick – Secretary/  
Treasurer**

Former Co-founder and CEO  
Consumer Cellular  
Portland, OR



**Marvin Irby**

Interim CEO and Chief Financial and  
People Officer  
National Restaurant Association  
Washington, DC



**Natalie Adler**

Senior Advisor and Director  
of Marketing and Outreach  
Fors Marsh Group  
Washington, DC



**Derrick Banks Mashore**

Senior Vice President for Advisory and  
Transaction Services  
CBRE  
Washington, DC



**Stephanie Archer-Smith**

Executive Director  
Meals on Wheels Central Maryland  
Baltimore, MD



**Sandra Noe**

Executive Director  
Meals on Wheels of Northwest Indiana  
Merrillville, IN



**Lisa Davis**

Senior Managing Director  
Teneo  
Washington, DC



**LuAnn Oatman**

President and CEO  
Berks Encore  
Reading, PA



**Kevin Donnellan**

Executive Vice President and Chief of Staff  
AARP  
Washington, DC



**Jennifer Steele**

President and CEO  
Meals on Wheels of Southwest OH and  
Northern KY  
Cincinnati, OH



**Rocky Egusquiza**

Vice President, Diversity, Equity and  
Inclusion and Executive Director  
Miami Marlins Foundation  
Miami, FL

## Meals on Wheels America's Leadership Team

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**Ellie Hollander**  
President and CEO



**Kristine Templin**  
Chief Development Officer



**Kenneth C. Euwema**  
Chief Financial and Operations Officer



**Robert T. Herbolsheimer**  
Chief Legal and Compliance Officer



**Susan Waldman**  
Chief Marketing and Communications Officer  
*Recipient of Washington Women in Public  
Relations 2021 Woman of the Year.*



**Erika Kelly**  
Chief Membership and Advocacy Officer



**Lucy Theilheimer**  
Chief Strategy and Impact Officer



**Ipyana Spenser**  
Chief Health Officer



**Jenny Bertolette Young**  
Vice President, Communications



**Katie Jantzi**  
Vice President, Government Affairs



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