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A WORD FROM THE CEO

The scriptures say we are to be thankful in adversity. But when the pandemic hit us full force in March of 2020, we began a daily Zoom call with our administrators and central office support team, about 45 people in all. And we were anything but thankful back then. Every day we shared our stories of our anxiety, grief, and frustration. I personally led these sessions, listening and seeing the pain on the faces of those I work with most closely.

Ironically, in the sharing, we found new strength from one another. Soon we began identifying our heroes, those staff going above and beyond to provide loving care to our residents. Then as things eased, we met only weekly. We dubbed these meetings “Thankful Thursdays,” and shared more of our stories of overcoming the challenges, bringing new ideas, solving difficult problems, and finding new ways of being UCH. Such gratitude expressed was our road to resilience.

In a year when many organizations experienced setbacks, we took this time to reflect, recommit and grow. All of us were forced to grow – leaders paving the way with grace and perseverance, as our communities united in faith and associates proved that compassion is our strongest ally.

Despite the challenges, we stayed true to the values we hold dear. Friends outside our organization – families, partners, and supporters alike – shared that our well-known warmth and compassion continued to shine through. I am grateful for that.

This validation reminds us that even during the most challenging times, we can rise above. We’ve recommitted to our mission to provide safe and welcoming housing for older adults, to be a leading provider of quality senior living services and to transform the experience of aging for thousands of people as we build communities for those who embrace life with a purpose, and seek wholeness and peace.

In the pages of this edition of *Spirit*, you will see what “UCH resilience” looks like. You’ll read stories about how our staff pivoted and flexed with an ever-changing environment, see how our residents connected and came together in new and different ways and learn about how we’re actively working to better serve more adults in our UCH communities and in the communities that surround them.

Still we continue our meetings, now with more smiles and solutions. And we are indeed thankful for the resilience and creativity of our teams.

Resilience doesn’t mean bouncing back to normal – it means being transformed toward a new normal. Not a state of being, resilience for us is a new set of muscles, new skills honed through adversity. To be resilient doesn’t mean returning to the way one was before. Rather, it allows one to be changed, to see the cracks, let the light shine through, and to become stronger at the broken places.

My hope comes from seeing our people being shaped by this challenging time — and emerging even stronger and closer than ever. Now that is something to be thankful for.



Rev. Kenneth Daniel
President and CEO

United Church Homes continues to follow guidance from state and federal agencies related to the COVID-19 pandemic. Some photos were taken before the implementation of mask requirements in long-term care communities.



ON THE COVER:

Residents embrace and are reunited with loved ones as communities free up visitation restrictions

Spirit

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2020:

UCH Team Spreads Hope, Resilient Spirit

March 13, 2020, is circled on United Church Homes senior leaders' calendars – just two days after COVID-19 was declared a national emergency in the U.S. That day began a baptism by fire for every UCH team member.

UCH faced two challenges against the backdrop of one of the most dangerous pandemics in history: protecting residents and staff and keeping residents connected and engaged.

“At UCH, every member of the team renewed their commitment to the residents we serve and became warriors in the fight against COVID-19.”



“Disruptions like this show us how resilient we are as an industry and as a team,” said UCH Senior Vice President and Chief Growth Officer Terry Spitznagel.

Initially, very little was known about the novel coronavirus, and, in some cases, guidance provided by national, state and local agencies conflicted. “COVID-19 disrupted every aspect of our work,” Spitznagel said. “Beyond operational challenges, we needed to quickly address residents’ social and emotional needs – the threat to their overall well-being as visitors were no longer permitted in our communities.”

Daily conference calls were immediately established throughout the UCH network of more than 70 skilled nursing, assisted, independent and affordable housing communities to identify and prioritize critical challenges and brainstorm solutions. Within 48 hours, a new full-time position – virtual visitor guide – was created to maintain the connection between residents and their loved ones. A staff member dedicated solely to that responsibility was put in place at most UCH communities. The plan was fully implemented within one week.



"Maintaining a sense of community was important to our affordable housing residents, too," said Dan Fagan, who serves as Director of Population Health. "Some have health problems that make them particularly vulnerable, and all are at risk for feelings of isolation and fear. Many rely on supportive agencies for personal care, medical assistance and delivery of needed goods and supplies." Software that supports the delivery of mass messages kept residents informed, and service coordinators at each of the affordable housing communities increased their outreach to residents.

Dining teams also faced challenges as state health departments forced closures of senior living dining rooms and halted group activities. Community dining directors transitioned to delivering meals to residents' doors nearly overnight, ensuring residents received the nutritious meals and snacks they needed.

Staff and resident morale were also challenged. Staff quickly stepped into supportive roles played by residents' family members under normal circumstances, and activity directors and chaplains increased their outreach to residents. Throughout 2020, staff shared how much they felt supported by team members and leaders, and expressed admiration for residents' strength.

Spitznagel characterizes the vaccine rollout as "an absolute godsend" that's had an incredibly positive impact. Vaccines have dramatically decreased infections, giving residents and staff a real sense of hope. Vaccine clinics were held at all communities, and UCH distributed non-biased information and answers to frequently asked questions to residents, family members and staff.

"We've faced extraordinary challenges in this pandemic," Spitznagel said, "but our teams are resilient, and their commitment to residents is stronger than ever."

"We've learned so much in terms of infection control, and we've strengthened our sense of family – we're so much stronger than we were a year ago."



A Shot of Hope

More than eight decades ago, he received his smallpox vaccine, and at the start of the year, Jack Carlson, 94, was the first resident at Trinity Community at Beavercreek to receive the COVID-19 vaccine. Advancements in modern medicine are a large part of why he's here today.

"I've witnessed a lot of life in my 94 years," says Carlson. "I know how bad a pandemic can be and how important it was for me to receive that smallpox vaccine so that I could live my life. I am honored to be the first resident here to get the vaccine and want to do my part for my health and to protect other residents and staff members."

Laura Farrell, Senior Executive Director at the community, understands that residents put their faith and trust in our recommendations. "We've done the research, we've listened to the experts, and we've chosen to participate in the vaccine clinics offered at every community for



both staff and residents. It's also why I got my vaccine right along with Jack."

"This vaccine gives me hope," commented Carlson. "You kind of knock on wood every time you say something like that, but now, I feel a lot more hopeful about the future."

Carlson and Farrell understand that with this vaccine comes hope. Dining rooms have opened, activities are starting to be safely organized and residents are once again able to visit with their families. This progress would not be happening without advancements in medicine and a hearty dose of faith.

UCH **Live It!** Program

Evolves Hospitality, Provides Customer-Centric Approach



Live with
Purpose



Social
Connections



Safe
and Sound



**Amy
Kotterman**

Our culture of compassion and respect sets United Church Homes apart, and our “I Live It!” hospitality standards aim to show those we serve that we don’t just say it — we work to bring those values to life.

Leading the charge is Amy Kotterman, Director of Customer Experience. Kotterman has been an integral part of the UCH family for 30 years, serving as Corporate Dietitian for 23 years. For the past six years, she held the role of Director of Hospitality. The evolution to Director of Customer Experience reflects our expanding focus on hospitality as a core value. “We are always looking for ways to move forward, asking ourselves what we can do differently to take our organization to the next level,” shared Kotterman.

Together with UCH’s Chief Growth Officer, Terry Spitznagel, three pillars and corresponding teams were created to promote these cultural values: **Living Life with Purpose, Social Connections and Safe and Sound.**

Each pillar aims to create abundant life within our communities. “This is not a cookie-cutter approach. What’s important to you may not be important to someone else, but we won’t know unless we take the time to ask and truly listen,” explained Kotterman.

Kotterman shared this personalized approach can be as simple as asking residents, “how do you prefer to learn,” “what are your interests?” or “what kind of assistance do you need here?” to more in-depth survey projects and resident engagement platforms. “We are looking to see where we can lean on technology to help us gather preference information so that every interaction with a resident, whether the staff member has a relationship with them or not, respects their wants and needs,” said Kotterman.

This evolution of our customer-focused culture includes a heightened awareness of the overall well-being of those who are on the front lines. “This past year has been hard on our residents and families,



but also on our staff. We saw the need to create a quiet, peaceful space just for them. These Zen Dens have been so well-received that they’ve become a permanent feature in our future design plans,” Kotterman shared.

“These initiatives all center around our understanding that each one of us deserves to live with dignity, purpose and self-determination,” says Kotterman.

“We hear from so many different organizations what to expect in this ‘new normal,’ but we can create an abundant future for residents.”





Live It! Safe & Sound

UCH's Growing Clinical Services Team Raises the Bar

While many things changed last year due to the pandemic, one constant was United Church Homes' commitment to quality care. Last year, our UCH Clinical Services team not only rose to meet the challenges head-on but also built a roadmap for residents' future care.

Led by Patti Klingel, Executive Director of Compliance and Clinical Services, Lorelei Heineman, Director of Clinical Services and Angie Moore, Director of Health Assessment services, the Clinical Services team continued to grow and innovate while meeting and exceeding health and safety guidelines during a health crisis where senior living communities faced additional scrutiny.

This growth reflects our "I Live It" hospitality standards shaped around three core pillars: Living Life with Purpose, Creating Social Connections and Living Safe and Sound. As part of the Safe and Sound pillar, the Clinical Services team's purpose is to serve as a resource for driving a higher standard of care.



**Patti
Klingel**



**Lorelei
Heineman**

"When a community needs us, we are there," said Klingel. "We ask questions, gather data and make recommendations. Simply put, we're there to do the right thing. That's not always easy when you are taking into account the safety and happiness of residents, family members, caregivers, and staff."

Doing the right thing during the pandemic meant Klingel and her team zeroed in on infection control, initiating a robust training program for all staff, creating an infection prevention team with monthly calls to discuss what's working and what's next, and implementing improvements to air quality for infection control in communities.

"There are entities that offer guidelines and regulations that we had to follow, of course, but those guidelines were the bare minimum. We knew we needed to do better than that," said Klingel.

Klingel, Heineman and the team continued to look ahead, enhancing clinical support programs, creating a respiratory protection program with Heineman taking the lead, and a fall prevention program.



"So much of what we do is aimed at preventing a resident from needing to be transferred to a hospital or emergency room," shared Klingel. "How can we monitor and respond with interventions and support before that's necessary?"

The team is fortunate to have access to UCH's Chief Medical Director, Dr. Daniel J. Cannone, for advice and recommendations when needed and connections to The Cleveland Clinic.

There are pilot programs in the works including 24-hour physician coverage using telehealth services and a software program that uses documentation such as vital signs, labs and clinical data to provide a report that ranks residents by risk of needing additional medical assistance. The Clinical Services team continues to innovate in the name of exceptional care and keeping the entire UCH family safe and sound.



TECHNOLOGY

Enhances Resident Engagement

Helping residents lead abundant lives is central to United Church Homes' mission and purpose. Regardless of how each resident defines abundant living – engagement is fundamental to achieving it. Resident engagement has always been an important priority at UCH communities, and COVID-19 made it even more so.



During periods in which residents' family members and friends were unable to visit in person, dedicated staff stepped up to fill the void. Staff from across the UCH network contributed photos and stories via a UCH Warrior Facebook Group. Leaders at the central office scheduled daily virtual meetings, which created a sense of community and opportunities to brainstorm early action steps to keep residents safe from COVID-19. Additionally, UCH created a new position – a virtual visitors guide – and assigned staff to assume the dedicated role of assisting residents at each of its communities.



Using technology – both new and existing when COVID-19 emerged – virtual visitor guides and other staff sprang into action to ensure residents could remain connected with family members, even when they couldn't visit in person. Equipped with iPads and laptops, virtual visitor guides and other staff – some using their personal smartphones – began working with residents to facilitate virtual visits with family members.

According to Rev. Erin Proie, Chaplain at Chapel Hill Community, all residents – skilled nursing, assisted living and independent living – were appreciative of UCH's commitment to maintaining their connection with

loved ones. But many residents and family members weren't tech-savvy and needed assistance, which UCH staff were happy to provide.

The staff helped facilitate many one-on-one visits between residents and family members, many on a routine schedule to replace weekly or other regular in-person visits. Staff also helped coordinate virtual visits with family at the holidays. At Chapel Hill alone, the staff scheduled and facilitated more than 1,700 virtual visits from late March to year end.

Some residents used their own GrandPads – touch-screen tablets for seniors designed to be more

user-friendly than traditional mobile tablets – to stay connected and engaged. Approved users can send email messages or video chat requests through a companion GrandPad application on their smartphones.

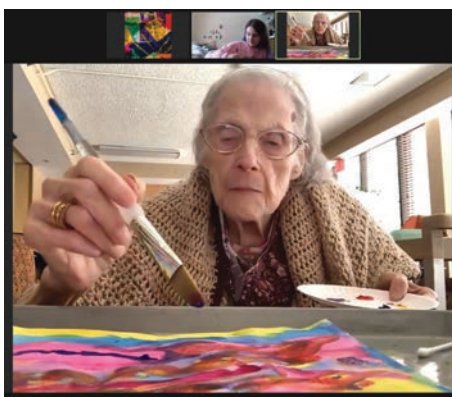
Another valuable tool that was already in place that kept residents engaged during COVID-19 was iN2I (It's Never Too Late). The content-driven engagement tool creates meaningful experiences for older adults by connecting with them, particularly those with cognitive impairments, and is customized for individual residents' interests.

"It's Never Too Late has been part of our memory care for quite a while," Proie said. "It's a great resource for residents living with dementia, that helps us provide enrichment opportunities like virtual travel, relaxation exercises and games."



iN2L also features guided chair exercises and nature and relaxation videos that provide a comforting sense of routine. Messages from family members can be recorded and stored and played for residents who might otherwise need medication to calm them when agitated.

Social isolation is a concern for many seniors, especially for residents living with Alzheimer's and dementia. Keeping them engaged is critical to their overall health and quality of life. When volunteers could no longer enter UCH facilities to work with residents in person, staff turned to technology to modify engagement opportunities like Opening Minds Through Art (OMA) – an awarding winning, evidence-based intergenerational art-making program for people with Alzheimer's and other neurocognitive disorders. The program pairs volunteers trained to rely on imagination instead of memory with residents who benefit through creative self-expression and social engagement. OMA volunteers were virtually connected with residents to guide them through creating their personal works of art.



"Some of the creative initiatives implemented because of COVID-19 will provide benefit beyond the pandemic," said Proie. "We'll continue to leverage technology to help our residents lead the abundant lives that each deserves."



UNITED CHURCH HOMES

Grows Offerings to Include Middle-Market Housing

Keeping residents safe and engaged during the COVID-19 pandemic were the top two priorities for United Church Homes in 2020. In an effort to advance the organization's vision, serving seniors from every walk of life, UCH explored opportunities to provide active and abundant life for the next generation particularly, those in the "middle market."

The key to UCH's strategic growth is expanding its offerings to include all seniors, filling the gap between individuals with limited incomes who need quality affordable housing and those who need advanced medical care and rehabilitation support.

"There is a large, diverse group of older adults that wants to approach their golden years much differently than past generations," said Terry Spitznagel, Senior Vice President and Chief Growth Officer. "The middle market is very tech-savvy and experience-oriented and compares every customer service experience they have against their standard for service: brands like Apple and Starbucks."



UCH expanded its middle-market offerings when it acquired two Northeast Ohio communities: the Brunswick Community, located about 25 miles south of Cleveland, and the Niles Community, just five miles from Warren, Ohio. The four-story properties, each fewer than 5 years old and featuring 127 apartments, are located in areas with large populations of older adults and close to shopping, medical services and local recreational options. The apartments offer well-planned spaces that accommodate a socially active lifestyle and changing needs.

UCH's growth strategy focuses on more than fulfilling residents' fundamental needs. The key to its expansion in the middle market is to extend the concept of service coordination – listening to residents, understanding their needs and wants, and connecting them to services and solutions to their problems. Under UCH's management, Brunswick and Niles community residents now have access to a full-time resident services coordinator to provide various à la carte support services.

Technology will be used to enhance residents' lives, including CaringWire – a tool designed to provide a custom care plan complete with high-quality local service providers based on a survey of support needs. Another tool, Touchtown, provides residents with an in-room television channel featuring community activities and events, important announcements, background music, live stream video, and more.

The Niles Community, which isn't limited strictly to seniors, is exploring opportunities for intergenerational programming for residents. For some, interaction with friends and neighbors of all ages is an essential part of abundant life.



Brunswick Property Manager Angel Saporita describes Brunswick as "very community-oriented." Before the COVID-19 pandemic,

residents had many opportunities to participate in fun activities – from potluck dinners, holiday parties and monthly birthday celebrations to dropping by the community room for weekly coffee and donuts and regular movie night events.

Brunswick and Niles residents have appreciated UCH's transparency and communication before, during and after the transition.

"Residents and staff are pleased to be part of the UCH family," said Niles Property Manager Paige Novosel. "UCH made it clear that serving residents is the top priority, which makes for an easy transition."



Spitznagel Focused On Strategic Growth



Terry Spitznagel always knew she wanted a career that would allow her to be of service to others. But she also knew

she had a keen business sense and sought a path that would enable her to leverage both hard and soft skills. "I've been blessed with a career path where my business acumen met my heart," Spitznagel said.

In February, Terry celebrated her first anniversary of employment with United Church Homes as Senior Vice President and Chief Growth Officer. She is responsible for all UCH senior living and affordable housing operations and leads efforts to grow existing and new business lines.

Before joining UCH, Spitznagel worked in various leadership roles for a leading senior living provider, and has more than 25 years of experience in healthcare operations. She worked with United Church Homes in her previous role and several industry collaborations with Leading Age Ohio.

Spitznagel sees three factors that will drive UCH's future direction: ensuring safe and sound communities; the use of technology to keep residents connected with family and friends; and a commitment to being the catalyst to help residents live in alignment with their dreams.

"The senior living industry is changing rapidly," Spitznagel said. "UCH has a solid strategic plan for how we can continue to evolve our services to not only meet – but exceed – what older adults are looking for."

Well established in the independent living, assisted living and affordable housing markets, UCH will now add middle market opportunities to our future growth strategy. "Our path to continued success is understanding our existing and potential residents' needs," Spitznagel said.

Additionally, Spitznagel is spearheading an increased role in service and personal care coordination through two new service lines called UCH Engage and UCH Cares. UCH Engage employs service coordinators that act as a personal advisor to residents and family members and connect older adults with services they need to live a healthy and full life. Personal care coordinators serve as part of UCH Cares, and assist older adults with personal care activities as they are living with physical disabilities or a chronic health condition.

"Enriching the lives of seniors – helping them enjoy lives of purpose – is what UCH is all about," Spitznagel said. "My goal is to ensure that UCH can sustain its mission for another 100 years. The key to continued success is providing each resident with a personalized abundant aging experience."



UCH Chefs Celebrate Creativity, Collaboration in Culinary Competition



The dining teams across our communities are known for their delicious dishes. When dining rooms closed due to COVID-19, both diners and chefs missed this engaging part of their day.

This spring, Ohio Health Care Association teamed up with Gordon Food Service and Sandridge Food Corporation to host a culinary competition. Our UCH chefs saw an opportunity to have some fun and show off their culinary creativity. Only one community from each senior living organization in the state could enter the contest so Ashley Warren, Chef and Director of Dining Services for Trinity Community at Beaver Creek, entered her community to represent United Church Homes.



Amy Kotterman, Director, Customer Experience, wanted to make this a collaborative effort showcasing the talents of many UCH dining directors. She held several virtual meetings where culinary teams brainstormed unique and unexpected recipes and connected. "We've all missed our day-to-day interactions and special events during this past year so getting the chance to work with my fellow chefs was just what we needed," shared Chef Ashley.

Much like Food Network's "Chopped" show, Chef Ashley and Sous Chef Alex Brown received a mystery box of ingredients and were tasked with creating dishes using every item. "We didn't just want to incorporate the mystery box ingredients in a traditional sense," says Chef Ashley. "We wanted to transform them into something completely different."



“Chef Tim England, Pilgrim Manor, helped develop the arancini recipe. We received a prepared roasted red pepper pasta with a bit too much heat, so his idea was to puree it and pair it with mozzarella, brown rice, breadcrumbs, and marinara. That helped make a creative dish that would be palatable to more residents,” said Chef Ashley.

“I think the big winner was the Pot Roast Burger. We included the prepared pot roast but transformed it into something ridiculously decadent with caramelized onions, bacon, fontina cheese, and house-made aioli on a brioche bun,” shared Chef Ashley.

“The most challenging ingredient was the Asian Noodle dish. After some trial and error, we ended up rinsing off the premade dressing, and my partner, Sous Chef Alex, created a new fresh flavor combination with orange juice and toasted sesame oil,” commented Chef Ashley. One of the judges ate the entire dish as presented – edible flower garnish and all!

Amy Kotterman added, “Dining experiences matter for our residents, far beyond just nutrition. It’s been different this year, as most of our meals were served to the residents in their homes and likely on disposable plates,” she said. “This event was an opportunity to create excitement around food and I look forward to seeing how communities adapt these recipes for our residents.”



With 30 competitors from across the OHCA membership, the chefs’ field was strong, but UCH won first place! We want to congratulate all of our talented chefs on coming together to celebrate food, creativity and collaboration.



SERVICE COORDINATION: Extending Care Beyond our Communities

As part of our mission to offer support for aging adults, UCH provides service coordination to more than 2,500 older adults living in owned and managed affordable housing communities, to more than 600 seniors living in the neighborhoods surrounding these communities and will soon offer this service to more of its independent living communities.



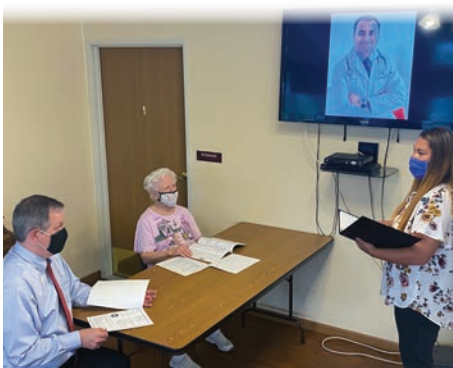
Service coordinators operate as a personal advisor to residents and family members and connect older adults with services they need to live a healthy and full life at every stage. They are an important liaison between community agencies and service providers, building a support plan tailored to individual needs.



"Our Service Coordinators provide relationship-based care rather than just transactional assistance," said Dan Fagan, MPA, LSW, Director

of Population Health. "They work together to reduce barriers and make sure people are connected to the care they need."

While the service coordination model has been working well in affordable housing for many years, UCH is working to extend this relationship-based assistance program. UCH



put a service coordinator in place at its Trinity Community at Miami Township independent living community in 2020, plans to expand service coordination in its Niles and Brunswick communities, and is working to create connections in the community at large that benefit older adults regardless of geography, economics or need.

"We understand the trusted support and opportunities offered to our residents can extend beyond the boundaries of our communities and into the surrounding neighborhoods," said Fagan. "From people on waiting lists for affordable living to those

living with chronic health conditions, there is an entire population in need of assistance now. We can assess what those individuals need immediately and connect them to those resources."

"Aging abundantly means looking at all factors that contribute to health and longevity," said Fagan.

"Service coordination is about wrapping our arms around our aging population and meeting all of the realities of life with them."



GIVING EFFICIENTLY, Regardless of Your Income Tax Bracket



Since the standard deduction effectively doubled in 2018, fewer people are itemizing on their tax returns. In fact, in 2019, it is estimated that only 13.7 percent of taxpayers itemized. This sharp decrease caused individuals in all income tax brackets to reassess how they choose to make their charitable contributions.

One of the easiest and most efficient ways to save on taxes, even if you are not itemizing on your tax return, is to consider gifts of appreciated assets (such as stocks or mutual funds) held for more than one year. The more that this gift has appreciated, the better the tax savings.

By using this strategy, you can avoid capital gains taxes, and in most cases, exceeding the standard deduction. And, if you do exceed the standard deduction, you can also claim a charitable deduction for the fair market value of assets held longer than one year. Concurrently, if you like the stock or mutual fund, you can repurchase it on a new and higher basis. This new cost basis can also save on taxes if the stock were to lose value in the future, allowing you to claim a loss.

If you would like to learn more about structuring your charitable gift to United Church Homes in a more efficient way, please contact Gloria Hurwitz, Vice President of Advancement, at ghurwitz@uchinc.org or 740.751.8702. Additionally, to review how new tax laws might impact your planning, contact Gloria to find out about a complimentary, values-based estate planning process that United Church Homes is making available to you.



Gift planning is complex, and everyone's situation is unique. The scenarios described here are not to be interpreted as legal or tax advice and everyone should seek the counsel of a licensed attorney or tax adviser before attempting to implement any strategy.

Comparing Gift Vehicles – \$10,000 Gift

For example, Julia is considering making a charitable gift to her favorite charity. She has cash in a bank account, some stock that has increased in value and a traditional IRA. If Julia is 70 ½ or older, she can consider giving directly from her IRA (IRA Charitable Rollover). The table shows how each option compares, helping illustrate her most cost-effective way to give.

IRA Charitable Rollover			Cash			Appreciated Stock*		
Effective Tax Rate	37%	24%	Effective Tax Rate	37%	24%	Effective Tax Rate	37%	24%
Taxes Avoided	\$6,290	\$4,080	Taxes Avoided	\$0	\$0	Taxes Avoided	\$2,737	\$1,725
Tax Savings from Charitable Deduction	\$0	\$0	Tax Savings from Charitable Deduction	\$6,290	\$4,080	Tax Savings from Charitable Deduction	\$6,290	\$4,080
Cost of Gift	\$10,710	\$12,920	Cost of Gift	\$10,710	\$12,920	Cost of Gift	\$7,973	\$11,195

*Assumptions: For a donor with an effective tax rate of 37%, they are also paying 23.8% for long term capital gains. For a donor with an effective tax rate of 24%, they are also paying 15% for long term capital gains. Both are giving stock with a cost basis of \$3,600.



The Campaign for Abundant Life Announces Revised Goal of \$45 Million

2020 marked the largest single donation in the history of United Church Homes by long-time friends who made an unparalleled lifetime estate gift of \$17.5 million. This sacrificial gift inspired the creation of a new **Fund for Growth** to provide innovative programs and services at United Church Homes.

"This generous gift nearly doubled our \$20 million goal for **The Campaign for Abundant Life** with two years left in the fundraising cycle," said Gloria Hurwitz, CFRE, Vice President of Advancement. "As a result, the Campaign Steering Committee decided to establish a revised goal to 2023 of \$45 million."

Jim Henry, chair of **The Campaign for Abundant Life** said, "The \$17.5 million gift was transformational and will help UCH reimagine life for older adults; however, there remains important work to be done in many of the campaign focus areas including **Pastoral Care, Affordable Housing and The Ruth Frost Parker Center for Abundant Aging**. This imperative work also needs donor support."

"The revised goal will allow our advancement team and volunteers to continue their vital work of inviting friends into the campaign with their gifts," said Rev. Kenneth Daniel, President and Chief Executive Officer. "We are grateful to continue to celebrate the generosity of many friends of United Church Homes who partner with us in our vision, **Where the Spirit Creates Abundant Life in Community.**"



2020 Board of Directors

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Rev. Daniel Busch
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Philip E. Mallott

We found ourselves tested this year as never before, and our United Church Homes family responded with grace and resilience. We entered 2020 with lofty plans for growth. Despite the challenges, we achieved what we set out to and then some. Our people rose to the task and sought to “do better” in every way.

Responding to the pandemic could have consumed our time and energy, but we addressed the urgent and didn’t sacrifice the important. Our leaders focused on mission

expansion, developing a business plan for UCH Engage, our Service Coordination business line. We focused on the critical job of refurbishing and refinancing affordable housing communities. Our leadership advanced our strategy to grow our Independent Living segment, identifying two acquisitions that welcomed 300 independent living residents.

We excelled in leading our compliance responsibilities, including all our COVID-19 protocols. The outstanding work to keep residents safe and healthy from Patti Klingel, Executive Director of Compliance and Clinical Services, led to her recognition as a 2020 LeadingAge Ohio Emerging Leader.

Even with government assistance, United Church Homes felt the financial impact of COVID-19. Our leaders worked closely with all communities to ensure they had the resources they needed. We invested in staff so that by January 2021, we lifted all starting wages to higher levels.

“Doing better” also meant doing things differently. Engaging with our generous donor community often took place through one-on-one conversations. These calls allowed us to deepen relationships with those that walk beside us in our mission to serve. In fact, in 2020, UCH received a gift of \$17.5 million, its most significant gift to date.

Last year pushed us to respond differently, better and beyond what we may have thought possible. Under President and CEO Rev. Kenneth Daniel’s servant leadership, we had a remarkable year: responding to the pandemic, moving significantly forward with our strategic goals and addressing the organization’s challenges. May God continue to bless the UCH ministry.

Phil Mallott, Chair, Board of Directors

2020 President’s Council

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President and
Chief Executive Officer

Mrs. Terry Spitznagel
Senior Vice President
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Mr. John K. Renner
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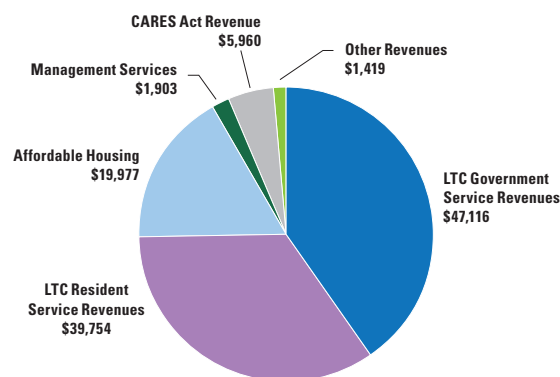
Mrs. Cheryl Wickersham
Vice President, Asset Management
and Capital Preservation

Financial Overview

For the 12 months ending December 31, 2020

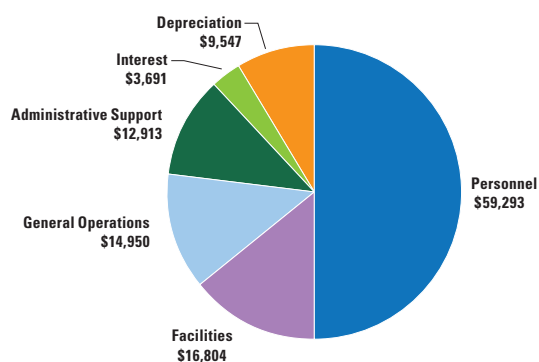
Financial data relating to United Church Homes, Inc., and affiliates has been combined with data of several partners and service lines, including long-term care (LTC) communities, affiliated housing entities, central office, advancement, the Ruth Frost Parker Center for Abundant Aging, United Church Homes Management, Inc., and the Pilgrim Manor Foundation.

(all numbers are shown in thousands)



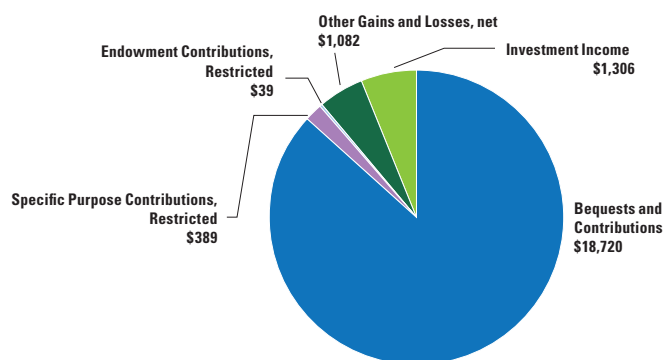
Revenue \$116,129

LTC Government Service Revenues	47,116
LTC Resident Service Revenues	39,754
Affordable Housing	19,977
Management Services	1,903
CARES Act Revenue	5,960
Other Revenues	1,419



Expenses \$117,198

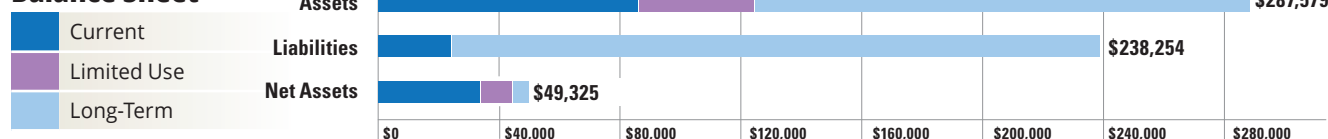
Personnel	59,293
Facilities	16,804
General Operations	14,950
Administrative Support	12,913
Interest	3,691
Depreciation	9,547



Other Income \$19,372

Bequests and Contributions	18,720
Specific Purpose Contributions, Restricted	389
Endowment Contributions, Restricted	39
Other Gains and Losses, net	(1,082)
Investment Income	1,306

Balance Sheet



Uncompensated Care

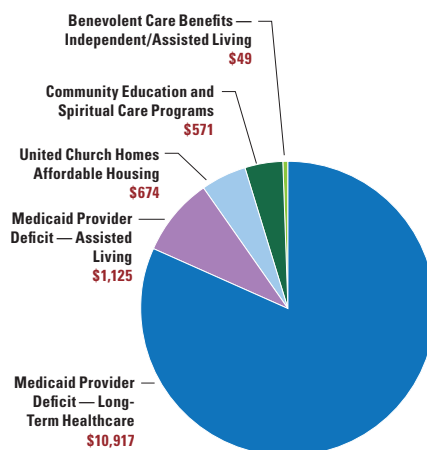
For the 12 months ending December 31, 2020

United Church Homes has been celebrating the Spirit of older adults for more than a century. The nonprofit, faith-based organization is one of the nation's largest providers of senior living services, with more than 1,500 dedicated staff serving about 4,800 residents. Our network extends to 79 senior living communities in 14 states and two Native American nations. UCH is in covenant with the United Church of Christ and welcomes residents of all faiths.

Through our residential services, in 2020, we provided over \$13.3 million of uncompensated charity care that was not reimbursed by user fees or government funding.

Uncompensated Charity Care \$13,336

Medicaid Provider Deficit — Long-Term Healthcare	10,917
Medicaid Provider Deficit — Assisted Living	1,125
United Church Homes Affordable Housing	674
Community Education and Spiritual Care Programs	571
Benevolent Care Benefits — Independent/Assisted Living	49



	Gross	Stimulus funding	Net
Uncompensated Care	\$15,770	\$2,434	\$13,336
Affordable Housing	674	-	674
Chapel Hill Community	1,368	308	1,060
Fairhaven Community	3,050	579	2,471
Four Winds Community	1,982	435	1,547
Glenwood Community	252	6	246
Harmar Place	1,636	225	1,411
Parkvue Community	1,760	264	1,496
Pilgrim Manor	1,501	136	1,365
Trinity Community at Beavercreek	2,159	149	2,010
Trinity Community at Fairborn	1,388	332	1,056

Campaign for Abundant Life

Goal: \$45,000,000

2017 - 2022

March 29, 2021

Current results:

\$36,404,770



Pastoral Care
\$337,399



Ruth Frost Parker Center
for Abundant Aging
\$408,037



Affordable Housing
Communities
\$459,584



Endowment/
Deferred Gifts
\$3,932,646



Residential Campuses
and Healthcare
Communities
\$9,552,559



Unrestricted Support,
Charitable Care and
Quality of Life
\$21,714,546



NAMED ENDOWMENTS

United Church Homes' mission is realized through our legacy endowment gifts. We recognize our Pillar Society donors who have established a named endowment that provides support for its designated purpose in perpetuity.

Anonymous

The Jeanne M. & Maynard J. Aldridge Endowment Fund

Benevolent Care, Chapel Hill Community

The Samuel Jacob & Emma Rachel Ault Endowment Fund

Benevolent Care, Fairhaven Community

The Jack & Betty Bailey & Cynthia Bailey Kennett Endowment Fund

Benevolent Care, Chapel Hill Community

The Magdalena B. Bartsch Endowment Fund

Benevolent Care, Trinity Community

Dr. J. Albert Beam & Dr. Lillian E. Beam Endowment Fund

Benevolent Care, Trinity Community

The B.E. & Dorothy A. Beaston Endowment Fund

Physical Therapy Equipment, Fairhaven Community

The Rev. & Mrs. Robert F. & Elizabeth H. Beck Endowment Fund

Benevolent Care, Chapel Hill Community

The Thomas J. & Rosanna M. Becker Housing Endowment Fund

Housing Needs, Housing Services

The Laurence A. & Karen E. Bettcher Endowment Fund

Benevolent Care, Parkvue Community

The Corinne Flocken Boryczka Endowment Fund

Benevolent Care, Fairhaven Community

The Burlin B. & Vera K. Brombaugh Landscaping & Maintenance

Landscaping, Trinity Community

The Bruce R. & Ruth E. Burgan Endowment Fund

Rehabilitation Services, Chapel Hill Community

The Thomas A. & Kathryn E. Coons Endowment Fund

Benevolent Care, Chapel Hill Community

The Joan R. Coulter Landscaping & Horticultural Endowment Fund

Landscaping and Horticulture, Parkvue Community

The Joan R. Coulter Nursing Scholarship Named Endowment Fund

Nursing, United Church Homes

The Robert G. & Eleanor W. Diller Endowment Fund

Benevolent Care, United Church Homes

The Walter & Philamine Dumbley Endowment Fund

Benevolent Care, Trinity Community

The Joan Ernst Endowment Fund

Benevolent Care, Chapel Hill Community

The William O. & Janet O. Fahrenbruck Endowment Fund

Benevolent Care, Fairhaven Community

The Grace V. Finney Endowment Fund

Benevolent Care, Chapel Hill Community

The Fishel Endowment Fund

Benevolent Care, United Church Homes

The Friends of Chapel Hill Community Chaplaincy Endowment Fund

Chaplaincy Needs, Chapel Hill Community

The Glenwood Community Endowment Fund

Glenwood Community Operation,
Glenwood Community

The Isabel & Muriel Heid Endowment Fund

Benevolent Care, Chapel Hill Community

The Vernon A. & Hester B. Horst Transportation Endowment Fund

Transportation and General Maintenance Needs,
Parkvue Community

The William Boyd & Sarah Albert Huff Endowment Fund

Specialized training, uniforms, awards, continued professional growth and tuition reimbursement for staff, Chapel Hill Community

The Delmar & Miriam Indorf Endowment Fund

Benevolent Care, Chapel Hill Community

The Robert L. & Margaret A. Keener Endowment Fund

Benevolent Care, Chapel Hill Community

The William A. and Wanda J. Kroft Endowment Fund for Chapel Hill Community

Chapel Hill Operations, Chapel Hill Community

The Helen E. Kurt Endowment Fund

Benevolent Care, Fairhaven Community

The Kutschbach Family Endowment Fund for Leadership Development

Board Development, United Church Homes

The John D. Sr. & Mina K. Luecke Endowment Fund

Benevolent Care, United Church Homes

The Naomi Ruth Hegnauer Martin Endowment Fund

Benevolent Care, Chapel Hill Community

The Philip E. & Mary M. Maurer Endowment Fund

Benevolent Care, Fairhaven Community

The David & Ann Nice Memorial Fund for Endowment

Benevolent Care, United Church Homes

The Pieper Family Named Endowment Fund

Benevolent Care, United Church Homes

The Anna Louise Prentice Endowment Fund

Benevolent Care, Fairhaven Community

The Wayne H. & Patricia A. Pressler Endowment Fund

Benevolent Care, Chapel Hill Community

The Ralph C. & Sue Quellhorst Program for Leadership Development Endowment Fund

Educational and Staff Leadership Development
Missions, United Church Homes

The John Rainey & Gene Finnegan Landscaping & General Maintenance Endowment Fund

Beautification of the grounds, Parkvue Community

The Dale H. & Kathryn Sanders Rieder Endowment Fund

Benevolent Care, Chapel Hill Community

The Glenn & Mildred Royer Endowment Fund

Benevolent Care, Chapel Hill Community

The Sawmiller Family Endowment Fund

Benevolent Care, Trinity Community

The Suzanne & Robert Schoedinger Endowment Fund

Benevolent Care, Fairhaven Community

The Schory Professional Advancement Endowment Fund

Specialized Training, Awards, Continued Professional Growth and Tuition Reimbursement, United Church Homes

The Rev. & Mrs. Theodore Schory Christian Ministry and Pastoral Care Endowment Fund

Spiritual Life through Christian Ministry, United Church Homes

The Emma C. Smith Endowment Fund

Benevolent Care, Chapel Hill Community

The Louis & Mary Anna Speller Endowment Fund

Eden Program (Animal and Plant Program), Trinity Community

The Louis & Mary Anna Speller Endowment Fund

Benevolent Care, United Church Homes

PILLAR SOCIETY

The Pillar Society recognizes those who have remembered our communities through the use of a planned gift. These gifts include bequests, trusts, charitable gift annuities, named endowments and other estate-planning vehicles.

The Ruth A. Stonebrook Endowment Fund

Benevolent Care, Chapel Hill Community

The Stubbs Endowment Fund

Uniforms & Employee Incentive Programs,
Fairhaven Community

The Gertrude Stubbs Transportation Endowment Fund

Transportation Needs, Fairhaven Community

The Sherman & Dorothy Stryker Endowment Fund

Benevolent Care, Trinity Community

The Charlene Thornburg Endowment Fund

Benevolent Care, United Church Homes

The Uberta Family Named Endowment

Benevolent Care, United Church Homes

The Herman A. & Helen F. Van Guelpen Endowment Fund

Benevolent Care, United Church Homes

The E. Kathryn Wadsworth Endowment Fund

Benevolent Care, United Church Homes

The Robert & Betty Walker Endowment Fund

Benevolent Care, Parkvue Community

The Ruth E. Webster Endowment Fund

Alzheimer & Sub Acute Units Specialized Care,
United Church Homes

The Marian Whitney Music Entertainment Endowment

Special Music for Residents, United Church Homes

The Alfred A. & Frances A. Wilhelm Endowment Fund

Benevolent Care, United Church Homes

The Wolsdorf Memorial Endowment Fund

Benevolent Care, United Church Homes

The Ernest W. & Karen B. Wood Endowment Fund

Professional Advancement for UCH Gift
Planning Staff, United Church Homes

The Freda J. Zieber Endowment Fund

Benevolent Care, Parkvue Community

The Lowell & Marian Zechiel Endowment Fund

Benevolent Care, Fairhaven Community

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**Deceased*

We are forever grateful for the generosity of our donors, whose gifts inspire us to reach higher for the older adults we serve.

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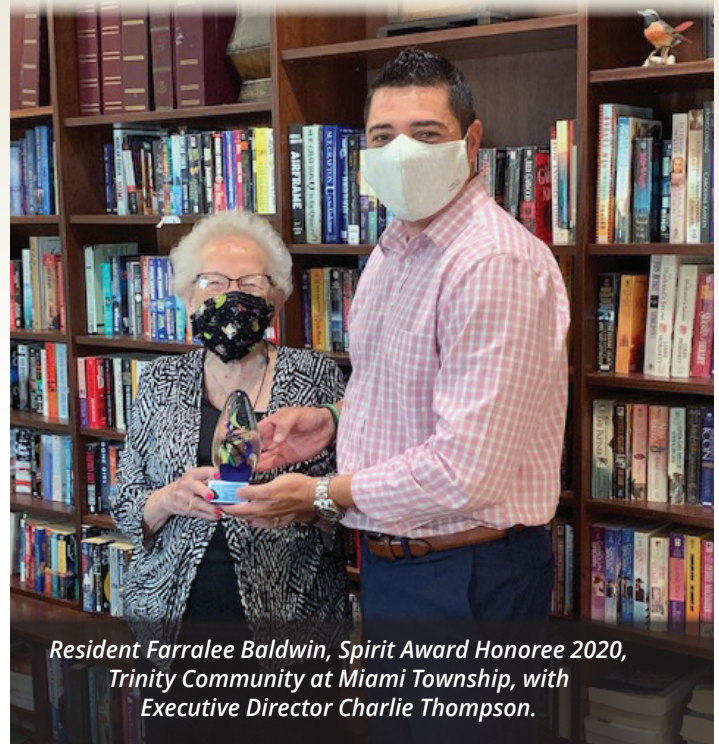
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Diakonie Award honoree for Trinity Community at Fairborn.*

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Rev. Jay McMillen, Senior Pastor Shiloh UCC, Dayton, OH accepting the Diakonie Award for Shiloh UCC from Rev. Dale Brown, Chaplain, Trinity Community at Beavercreek.



Residents Roger and Sally Roberts and their family, Herbster Award Honoree 2019, Glenwood Community.

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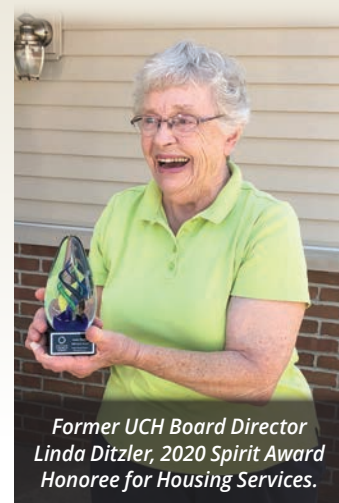


*Rev. John Rainey, former UCH board director, recipient of the
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Errors and Omissions

We wish to thank those who make our work possible. We have made every effort to ensure this list is accurate. However, if you discover errors or omissions, please contact Carol Gordon, Prospect Research and Database Manager, United Church Homes Advancement, at 740.223.2032 or cgordon@uchinc.org.

**Deceased*

Community Briefs

Variety of activities engage Disciples Terrace residents

Each resident's vision of an abundant life varies and so do the activities that engage them. In an effort to keep residents' spirits up during the pandemic, Disciples Terrace staff got very creative. Mailbox bingo has been a big hit, featuring lots of inexpensive prizes. Using an online bingo program with words rather than numbers, the game is both fun and practical. Several residents join in by posting new words on the property manager's day off.



Residents also enjoy indoor gardening, re-potting plants as needed and exchanging them with others. A particularly unusual plant – Mother of Thousands – is especially popular, with seeds that grow on the edges of its leaves and fall into the soil to start new plants.



Residents also enjoy cookies and other sweet treats baked by staff. Regardless of whether the goodies are delivered to their apartments or residents stop by to pick them up, their faces light up, knowing that someone is thinking of them.



“Our residents are as varied as the outside world and no one thing engages them all,” said Service Coordinator Cindy Steger.

“We offer a variety of activities and do our best to reach out to residents and let them know we care.”

Generous LeFleur residents support one of their own

When Service Coordinator Shirley Richardson suggested that LeFleur Haven residents adopt a family at Christmas, they embraced the idea with enthusiasm. Most of the 63 residents gave more than the suggested donation of \$1 each, raising a total of \$120.

Before identifying a recipient of their generosity, it was discovered that one of their own needed help. Keith Wilson, United Church Homes maintenance technician at neighboring Indian Run Estates who sometimes helps out at LeFleur Haven, became ill and was unable to work. Housing Managers Shondra Shelton at LeFleur Haven and Shermane Hulett at Indian Run asked residents if their donations could be gifted to Wilson. They agreed that he would be the perfect recipient!

Thanks to LeFleur Haven residents, Wilson and his six grandchildren enjoyed a brighter holiday for which he was most grateful. Supported by the community's prayers, his health has greatly improved, allowing him to return to work.



Cedar Heights staff go the extra mile

Shortly after the COVID pandemic began, the Cedar Heights Community staff realized that some residents weren't comfortable taking the bus to the grocery store and that family members were less likely to visit and bring food. So, Property Manager Patty Owens and Service Coordinator Donna Wilson took action.

Owens sought support from LeadingAge Georgia, which helped cover the cost of providing meals delivered to residents' apartments – a much-appreciated substitute for pancake breakfasts, dinners and community potlucks held before COVID limited in-person activities. Wilson reached out to local food pantries for donations, and Share Community delivered fresh fruits, vegetables, bread, and milk to share with very appreciative residents!

“Our residents bonded during the pandemic,” Owens said. “They support one another. One resident who is 89 years old cooks for those who are sick. We’re a family here.”

Self-taught computer skills serve accomplished resident well

While technology has undoubtedly changed over time, Trinity Community at Miami Township resident Doris Rotterman has accomplished many goals by learning and adapting. She started building her skills early in her career by using the typing skills she learned in high school in her 10-year role as secretary for a government agency. She then accepted a job with a Dayton area savings and loan company, where she worked her way up to an officer position before retiring 21 years later.



Years ago, Doris' family found themselves with more computers on hand than needed, so they offered her the one used by her oldest granddaughter. At age 65, she decided to teach herself how to use it and quickly became confident enough to put her new skills to work.

“I like to cook and bake, so I decided to put together a cookbook, *Doris Rotterman – The Complete Cookbook; Four Generations of Good and Easy Recipes*. It included favorite recipes gathered over the years from family, magazines, newspapers, and cookbooks. I organized them under general headings: such as breads and desserts,” said Rotterman. She initially printed just one copy for herself, then printed three more for her daughter and two granddaughters. Her son-in-law copied it to discs for broader distribution.

Doris, who celebrated her 95th birthday in January, has a computer, iPad and cell phone, allowing her to stay connected with her family, even during the pandemic. She and other residents performed monthly skits to entertain other residents before COVID-19 limited group activities. She puts her skills to good use by typing scripts and providing copies to her fellow actors. On Good Friday, they performed their first skit – At the Cross – since the COVID pandemic began.

“Don’t be afraid to ask questions, take things slowly and be patient. There’s so much that technology can do to help you stay connected.”



Stay Inspired to Age Abundantly

Listen to The Art of Aging Podcast

As the Ruth Frost Parker Center for Abundant Aging seeks new ways to spark conversations about aging, it recognized the power that lies in sharing these unique life stories, lessons learned and wisdom in a more personal way. The *Art of Aging* Podcast, which launched in June 2020, gives us the ability to share information, ideas and inspiration through the voices of people who strive to age abundantly every day.

Like most good things, this podcast came about due to a combination of planning, hard work and luck. Rev. Beth Long-Higgins, Executive Director of the Parker Center, partnered with the Dayton Foundation Encore Fellows Initiative to produce the curriculum, *Another Day Older*, a guide sparking conversation about ageism. As part of this project, the Parker Center paired up with Eric Johnson, an educational video producer, and Del Mar Encore Fellow. After hearing goals for the curriculum, Eric declared a podcast would be a fantastic way to share the resources and information on aging with a broader audience.

"When thinking about how we best connect, we think of intimacy, emotion, intonation, and common ground. A podcast allows us to do that – to hear voices, to create imagery and emotion, and to empathize," commented Rev. Long-Higgins.

New podcast stories are released every month.

"Our podcast provides a new way for us to build intimate relationships with our listeners – be it residents, family, or other audiences interested in our senior adult community."

The stories in the podcasts are unique and touching, told directly from the people who are finding innovative solutions to cope with the challenges of aging. Al Schleuter and the Griswolds are some of the inspiring people we get to meet on the Art of Aging podcast. Here's a sample of their stories.

Reflecting on a Life of Service

Born in Ferguson, Missouri, in 1940, Al Schleuter hadn't met an African American until he was well into his 20s. "After an encounter with a racist man in college, I was forced to defend my opposite viewpoint, one of racial sensitivity, and gained personal insight into my beliefs," shared Schleuter.

When Schleuter attended Carlton College in the late 1950s for his undergraduate studies, there was a lack of diversity. This environment provided the setting for him to explore his interest in the broader issues of civil rights and social justice. "It was there I decided I didn't want to be working in a laboratory doing research. This gave me the chance to do something that I felt would have some social justice impact," explained Schleuter.

He took a teaching position at Tougaloo College, a private, historically black college in Mississippi affiliated with the United Church of Christ and Christian Church. Last year, United Church Homes also began an educational partnership with the college. It was there that Schleuter's lifelong devotion to racial justice was born.

Throughout Schleuter's incredible life, he's taught students in the deep South, the Midwest and West Africa, set up biology labs and installed solar panels at schools in Rwanda, and developed sponsorship programs for overseas orphans. Schleuter's deep sensitivity towards others and his life of service give him purpose and gratitude to this day.



Preparing for What May Lie Ahead



Reverend Scott and Reverend Karen Griswold are both United Church of Christ pastors and, like many, pull from their own life experiences as part of their ministry. After noticing

some behavioral changes like increasing frustration when not being able to come up with the correct words or escalating aggravation when trying to complete tasks around the house, Scott sought answers from his doctor.

"You're trying to wrap your head around this new diagnosis and what it means for your life," shared Karen. "After seeing the support from those we shared it with initially, Scott was able to share it from the pulpit. He has Alzheimer's."

Their experiences have opened up opportunities to deepen relationships with members of their congregation, bringing an understanding that may not have been there before. Scott has also found additional ways to serve

by partnering with the Alzheimer's Association. "He's adding things to his life, rather than making it a bit easier, which you might expect," shared Karen. "But his doctor thinks it's good for brain stimulation."

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FEATURED SPEAKERS



Dr. Carl Hill
Chief diversity,
equity, and
inclusion officer
for the Alzheimer's
Association®



Dr. Jamie Mitchell
Assistant Professor,
School of Social Work,
The University of
Michigan



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to
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HYBRID EVENT:
In-person or virtual
participation available

We do not discriminate based upon race, color, creed, national origin, religion, gender, sexual orientation, gender identity and/or expression, age, disability, genetic information or ancestry.





Living UCH Core Values: 2020 Community Benefits Report

United Church Homes serves approximately 4,500 older adults in its 79 senior living and affordable housing communities across the nation. While embracing our vision and mission, employees at all levels of the organization embody UCH's core values daily.

When involvement with the community at large was impacted due to COVID-19, we found new ways to stay connected with others and make an impact outside of the four walls of our communities.

For the past four years, UCH has documented some of the ways our staff creates abundant life in community, invests in transforming aging, and builds a culture of community, wholeness, and peace.

Staff members track data related to several questions, such as how we can help build influence in society and nurture individuals' understanding of abundant life. We're also asking how our mission leads us into our broader communities to help our neighbors and what we do in our regions to contribute to building a culture of community, wholeness, and peace. We analyze this information to help show the collective impact we have in serving the larger communities in which we live and work.



147,867 INDIVIDUALS
served by UCH programs



3,216 HOURS of
staff time donated to
organizations and
causes in their regions



More than **\$28,000**
in **SPONSORSHIPS**
and support to local
organizations for
fundraisers, events
and in-kind support

Building Future Leaders!

In addition to serving as Chapel Hill Community's Executive Director, Debbie Durbin occasionally teaches classes at Kent State University, and serves as a preceptor for students participating in the administrators in training (AIT) program. Approximately 20 students have participated in the AIT program over the past 15 years, and United Church Homes hired five students after graduating.

Durbin finds it rewarding to contribute to the professional development of the industry's future talent, and she appreciates the knowledge and perspective of students – particularly their technology skills. In addition to being exposed to all levels of resident care, students have the opportunity to learn about the business side of senior living. The experience also allows students to observe a variety of roles which helps them identify the best career fit. "Our students are passionate and highly motivated – they shine in AIT," said Kent State University's Long-Term Care Program Coordinator Donna Alexander. "We're honored that UCH has continued its partnership with Kent State for so many years and hope it will continue well into the future."

Lead On

We are proud of the many staff members who participate with and provide leadership to community organizations. Our staff serve on a wide range of boards, including Marion Technical College, Heidelberg University, Lancaster Seminary, Leading Age Ohio, CHHSM, People In Need Inc. of Delaware County, LinkAge, and Ohio Person-Centered Care Coalition. Additional staff time was provided through educational offerings and other consulting efforts with the Legal Aid Society, NAMI of Seneca, Sandusky and Wyandot Counties, the American Society on Aging, the Human Rights Campaign, and the Northwest Ohio Association.

Meeting Community Needs

Last year, United Church Homes worked to meet a wide range of community needs - from donations of toiletries to our housing communities to food and prizes for area senior centers to lunches of appreciation for first responders and clergy groups, and ingredients to make dog treats for local animal shelters. UCH strove to meet the community where help was most needed. Two larger donations included kitchen cabinets, refrigerators and ranges from upgrading apartments to Habitat for Humanity from our Glenwood Community, and we provided space for a community meal program at our Spoon River Towers affordable housing community.





Throughout the COVID-19 pandemic, United Church Homes staff members, volunteers, residents, and families demonstrated a resilient spirit.

This is What Resilience LOOKS LIKE

Despite the challenges we faced, we still celebrated abundant life every day in our communities.





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Celebrating the Spirit®

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Our Mission is to transform Aging by building
a culture of community, wholeness and peace.

NATIONAL AND STATE AFFILIATIONS:

American Health Care Association: ahca.org

Council for Health and Human Service Ministries (CHHSM): chhsm.org

LeadingAge: leadingage.org

LeadingAge Ohio: leadingageohio.org

Midwest Affordable Housing Management Association (MAHMA): mahma.com

Ohio Association of Area Agencies on Aging: ohioaging.org

Ohio Healthcare Association: ohca.org

Southeastern Affordable Housing Management Association (SAHMA): sahma.org

UCC Coalition for LGBT Concerns: ucccoalition.org



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