

Spirit



**Strong Alone.
Stronger Together.**
PAGES 4-5

**Lexi Henderson
Remembered for
Love of Residents,
Colleagues**
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**2019 Annual Report:
A Year in Review**
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A WORD FROM THE CEO



Rev. Kenneth Daniel
President and CEO

Editor's note: Most of this issue was written before the novel coronavirus changed our lives. While preparing the magazine for publication, we have been practicing social distancing, working from home and navigating different ways to connect. Our definition of loneliness may be forever altered by this experience. We will continue to report on the ups and downs of this perilous time, and hopefully by the fall edition, we will be able to look back and reflect on lessons learned and offer some insight on creative ways to stay connected despite physical distance.

ALL THE LONELY PEOPLE

More than half a century ago, the Beatles released a haunting song, "Eleanor Rigby." Released in 1966, the song evokes our continuing modern predicament — we live surrounded by people yet report feeling lonelier than ever.

Social isolation might seem like an individual dilemma, but the World Health Organization labels it as a global problem. In the U.S., it affects Gen Z, Baby Boomers and everyone in between. While some Millennials are over 40 and experienced some of their lives without cellphones, the internet and social media, Gen Z has never lived outside the Age of Facebook. This generation will comprise the workforce for much of the care of Boomers, Gen Xers and the oldest Millennials and, in fact, already makes up a large portion of senior living frontline staff.

In older adults, we know loneliness has significant consequences, including decreased quality of life, shortened lifespan, a diminished ability to heal and higher risk of physical and mental illness.

United Church Homes' mission is to transform aging. Our answer to isolation, loneliness and other deprivations has been to create community. Instead of warehouse-like institutions, United Church Homes has created unique residential environments that are homey with affirming and nurturing cultures.

Our photos from the 1920s show residents participating in efforts that involved everyone in a common, shared life. I don't mean to idealize this. I'm sure there were moments when all didn't go as planned. It rarely does in human communities. But guided by the teachings of Christ, our forebearers created an antidote for loneliness and isolation. And people thrived.

This year, our Ruth Frost Parker Center for Abundant Aging Symposium plans to present Aging Abundantly: Power in Community on Oct. 9. The program will debut the latest documentary, "All the Lonely People," by the award-winning team of Stu Maddux and Joe Applebaum. Visit abundantaging.org/symposium and follow us on social media to find out more.

This issue's theme is "Aging in Community." On page 2, we examine the state of loneliness in our world before the COVID-19 crisis. On page 6, we celebrate the life of Lexi Henderson, a dear staff member at Trinity Community at Beavercreek who passed away unexpectedly last year. On page 28, readers can learn about integrated community employment for people with disabilities and one program that offers exciting opportunities for UCH on our journey to provide an inclusive workplace.

We hope you enjoy this issue!



ON THE COVER:

United Church Homes' latest staff campaign has #UCHWarriors flexing their muscles as they care for residents. Staff members are pictured outside Glenwood Community in Marietta, Ohio.

Spirit

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Shining a Light on Loneliness



How Meaningful Connections Contribute to Improved Health and Longer Lives

In the past 50 years, research into loneliness and social isolation has skyrocketed. Breakthroughs in genetics and immunology allow researchers to measure, with great precision, the impact of loneliness on long-term physical and psychological health.

It's become a known, universal problem, one the U.S. Department of Health and Human Services labels an [epidemic](#). As researchers better understand the connections between loneliness and health, more people are bravely proclaiming, **"I am lonely."**

Many have heard the alarming statistics:

- Loneliness and isolation can be as [damaging to health](#) as smoking 15 cigarettes a day.
- Two in five Americans report that they sometimes or always feel their social relationships are not meaningful.
- One in five Americans say they feel lonely or socially isolated.
- One-third of people over age 45 are lonely.

Even before the COVID-19 pandemic, the levels of loneliness reported by all generations have led Great Britain to appoint a minister of loneliness whose job is to address the social determinants of health and well-being.

Through those efforts, general practitioners in England will be able to refer patients experiencing loneliness to community activities and voluntary services by 2023. The practice is known as "social prescribing."

Here in the U.S., research has shown isolation and loneliness decrease productivity and job satisfaction. A study from the [Center for Talent Innovation](#) found that employees who feel they belong are three and a half times more likely to be motivated, productive and engaged.

Loneliness is costly for the economy. The National Institute for Health Care Management attributes an estimated \$6.7 billion in annual federal spending to social isolation in older adults. Another [study](#) by AARP found socially isolated older adults incur \$134 more per month in Medicare costs (\$1,608 per year) compared with the average Medicare user.

Communities are beginning to rally around their most at-risk members, including older adults. How did we get here, and what can we do to change course and provide a sense of belonging to those around us? Unfortunately, loneliness and mental illness carry a stigma that keeps those suffering from seeking help.

Defining Loneliness and Social Isolation

In her 2014 book, "The Village Effect: How Face-to-Face Contact Can Make Us Healthier, Happier, and Smarter," Susan Pinker defines loneliness as, "the feeling of being bereft, deprived of intimacy, of hungering for companionship."

One important factor for loneliness is choice, according to [Louise Hawkley](#) of the University of Chicago's National Opinion Research Center. Some people are introverted, and all people choose to be alone at times. Solitude can be a time of rejuvenation and creativity. When you remove choice, the feeling becomes burdensome.

Bárbara Barbosa Neves, former associate director and researcher at the [Technologies for Aging Gracefully Lab](#) at the University of Toronto, differentiates between isolation and loneliness. The former, she says, is a lack of quantity and quality of social ties, low participation in social activities, feelings of loneliness and lack of support. Loneliness, on the other hand, is a subjective feeling of not belonging or lacking companionship. "Social isolation may lead to loneliness," Neves has said, "but loneliness does not depend on social isolation, per se."



The world has never been more connected by technology, but loneliness is increasing. Pinker said 30 years ago, Americans had more intimate networks with more dependable connections. They met more people during the day and through work, school and shopping. In short, Pinker says, Facebook friendships may not be meaningful relationships that bring us joy, support and satisfaction. This is particularly concerning, because of the isolation due to the novel coronavirus and having to depend on technology to stay connected.

Loneliness: A Silent Killer

The results of breakthroughs in genetics and immunology have been eye-opening. In fact, people's physical bodies do not do well when living in isolation. Research has shown that loneliness can lead to depression, which, if left untreated, can lead to serious health issues. The level of the stress hormone cortisol increases when a person is lonely, and that can compromise the immune system and lead to inflammation. According to the Cleveland Clinic, this can increase the risk of heart disease, high blood pressure, diabetes and dementia.

Loneliness can even [shorten people's lives](#). An [analysis](#) of about 70 studies conducted between 1980 and 2014 found a 26 percent increased likelihood of death for reported loneliness, a 29 percent increase for social isolation and a 32 percent increase for living alone.

Caring for Our Neighbors

United Church Homes is focusing on creating solutions to this problem. This fall, the Parker Center intends to hold its annual symposium, which will focus on open lines of communication between healthcare professionals, social workers and the older adults and families they serve. We hope attendees will gain renewed hope from the event.

Maybe you've been lonely for a long time, or the mandatory social and physical distancing caused by the COVID-19 pandemic has contributed to a spike in your loneliness. Perhaps you suspect that your isolation could be contributing to health concerns. You may be a lonely person's loved one and want to help, or you may notice a neighbor or colleague has been disengaging. Whatever your situation, you should know this

simple truth: The people around us can make a big difference. Ask your acquaintances and loved ones directly: "Are you lonely?" Invite them to share their experiences and struggles. If everyone reaches out to the people in our lives with kindness and understanding, we can create a world without loneliness.



We recognize that this topic is important especially now for many people coping with the strains put on us by the pandemic. If you or someone you know is struggling with loneliness, reach out to find or offer help. Start with your friends, family and neighbors or the chaplain or social worker in your United Church Homes community.

We're here to help!



In the middle of the COVID-19 pandemic, United Church Homes staff members have been flexing their muscles on the frontlines. We're warriors ... We got this!

#UCHWarriors #UCHFlex

Strong Alone.





Stronger Together.

United Church Homes has followed all emerging guidance from the Centers for Medicare and Medicaid Services, the Centers for Disease Control and Prevention and state orders and guidance throughout the COVID-19 crisis. Some photos were taken before new rules were issued requiring masks to be worn by all staff in long-term care communities.



Alexis Henderson Remembered

Lexi's Legacy Lives on at Trinity Community at
Beavercreek's Memory Lane



There's a saying often attributed to Abraham Lincoln, despite no official ties to the president, that points to what is important in life. No matter its origin, the quote persists because the words are profound:

"And in the end,
it's not the years
in your life that
count. It's the life
in your years."

Lexi Henderson was only 34 when she passed away without warning last November. Colleagues and the residents of Memory Lane, the [Trinity Community at Beavercreek](#) neighborhood where she worked, felt not only grief but shock – and dismay. Lexi was a state-tested nursing assistant at Trinity at Beavercreek and a treasured member of the [Comfort Matters™](#) accreditation core team. She served tirelessly to fulfill this program's [standards](#), which are focused on improving the quality of life and care for individuals living with dementia. Lexi dedicated each and every workday to staff and residents of Memory Lane. How could Lexi be gone?

"Lexi was a leader," said Amy Kotterman, United Church Homes' director of hospitality. "When she talked, everybody listened. She connected with residents and staff. They respected and looked up to her."

"Most of all," Amy continued, "she took ownership of creating a home for residents. She was dedicated and committed to her work, but most of all, she filled Memory Lane with love."



Lexi Henderson (left) was just 34 years old when she passed away unexpectedly last year. She was a treasured member of the Trinity Community at Beavercreek Comfort Matters™ core team.

Lexi's Home

Lexi and Betty Garrett, a licensed practical nurse who also served on Memory Lane, partnered to completely transform the memory care neighborhood into home for residents and staff. With STNAs Jamie Kidwell and Haley Perez, Memory Lane was the place to be. Everyone loved working there because everyone loved Lexi.

"Lexi was never upset and never complained. She never got tired," Betty said. "It wasn't a job to her – it was fun."

Memory Lane was Lexi's home, and in that analogy, she was the mother, who offered comfort and advice to all who sought it. If a resident needed extra calories, Lexi made milkshakes and hot cocoa topped with whipped cream. If a resident needed red lipstick to feel fabulous, Lexi spent her own money to buy it. If someone had a special breakfast request or the residents wanted manicures, Lexi would get to work. No task was too big or small for her — she would make it happen.

At one point, Betty said, Laura Farrell, senior executive director, told Lexi not to take on any more hours and to go home — spend time with her family. And Lexi replied, "But this IS my family."

Residents, coworkers and her immediate family were intertwined. In that respect, Alexis' husband and stepdaughter (whom Lexi had raised since she was just a toddler) attended Trinity at Beaver Creek events. And when Lexi visited her relatives in Florida, she would FaceTime residents to make sure they were happy and healthy in her absence. During the tornadoes that hit the Miami Valley in 2019, Lexi had been out of state, but she called to make sure her Ohio family was OK.



In common areas, the team added flip-sequence pillows to brighten the corners. Lexi purchased these on her own. "I like bling," she said.



Memory Lane

The atmosphere in Memory Lane also transformed, echoing Lexi's idea of home. First up, the team added a light to the snack cabinet and a slate with "Sip and Snack" scrawled in white chalk. They arranged treats so residents could easily point to what they wanted. On the lower half of the cabinet, they placed teddy bears and other items that brought comfort to residents.

In the bathrooms, Betty and Lexi decorated with flameless candles, beautiful silk flowers and pink and cream towels. A floral mural and salt lamp added to the ambiance.

You can still feel Lexi's presence as you walk through Memory Lane, which will soon be officially renamed as Lexi Lane, like the sign below says. "She may not physically be in that neighborhood," Amy Kotterman said, "but she is still there. Her spirit is among us. It goes on through us. We can make her vision and dream of Memory Lane happen."





Lexi's Spirit

On Sundays, Lexi gathered residents to attend a worship service in Memory Lane. Her father was a pastor, and Lexi had inherited his ability to reach people through God. Lexi was inclusive — she welcomed and encouraged everyone to join in worship. And join they did.

Lexi grew up in Florida and had been raised in a black church. Despite working in Memory Lane where there was little diversity among residents or staff, Lexi enveloped everyone into her culture. Residents dressed in bright colors and loud jewelry, and Lexi led worship with urban gospel leader [Kirk Franklin's](#) songs.

Lexi would say to the residents:

"Look at God! Raise your hands if you believe!"

And everyone would raise their hands.

Lexi's Legacy

In Memory Lane, Lexi served residents living with dementia. When she passed, some could not articulate their feelings about losing her, but they could feel the loss. And their families expressed their heartbreak in losing such a strong force in their lives.

Betty said everyone at Trinity at Beaver Creek still misses Lexi. On the way in to Memory Lane, there's a sign that reads Lexi Lane — a nurse made this as a tribute to Alexis. On it is a lily, her favorite flower. Betty said residents know it's for Lexi and mourn her when they pass it by.

Now, six months have passed. Betty, Jamie and Haley didn't know how they'd continue serving in Memory Lane without their friend. But Betty has a mission — to continue Lexi's legacy in caring for the residents as family members and to enjoy every moment they have together.

"She was an angel on Earth," Betty said, and during this precarious time as we navigate the uncertainties and fears of COVID-19.



A Walk to Remember
September 19, 2020

lexi lane

Lexi had plans.

Trinity at Beaver Creek could never participate in the local Alzheimer's walk, but Lexi was determined to hold a walk for Memory Lane residents. Staff and residents will hold this walk in her memory on the morning of Sept. 19, 2020.

Not only will they rally in her memory, but the community will host a formal dedication to rename Memory Lane — **Lexi Lane**.



Living UCH Core Values: 2019 Community Benefits Report

United Church Homes serves approximately 4,200 older adults in its 76 senior living and affordable housing communities across the nation. While embracing our vision and mission, our employees, at all levels of the organization, embody UCH's core values daily.

But what impact do we have outside the four walls of our communities?

Three years ago, UCH began documenting some of the many 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 to 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.

Below are a few highlights of UCH's 2019 community benefits program. See the full report today at abundantaging.org and on UCH's social media channels.

This Place Has Gone to the Dogs!

In honor of Sylvia and Joey, the official four-legged residents who greet visitors and keep the two-legged residents company, Harmar Place residents and staff began meeting regularly to cook up homemade dog treats for local humane societies and animal rescues. These treats are donated to residents' neighbors who cannot afford them. It's just one way the older adults who live at Harmar Place have been staying active in the broader community.



Lead On

We are proud of the many staff members who not only participate but provide leadership with community organizations. Staff serve on the boards of Marion Technical College, Lancaster Seminary and Heidelberg University. Others serve on committees with the American Health Care Association, Area Agencies on Aging, United Way Advisory Boards, the Ohio Person Centered Care Coalition, LeadingAge Ohio and the Ohio Association for Healthcare Quality. These organizations highlight how we can share the talent and passion of UCH staff with the larger world.

Creatively Supplying Basic Needs

United Church Homes staff members who travel for work donated 1,700 toiletries to 17 UCH affordable housing communities in 2019. While on the road, employees can choose to pack their own toiletries so they can donate the sample-sized shampoos, conditioners and soaps provided by hotels to low-income older adults in UCH communities. Central office receptionist Cindy Arthur collects samples throughout the year and creates care packages for residents. It is one of many ways UCH employees can provide even more support to the residents they serve.



141,590 INDIVIDUALS
served by UCH programs



17,750 HOURS of
staff time donated to
organizations and causes
in their regions



Over **\$77,000** in
SPONSORSHIPS and
support to partner
organizations to facilitate
our work together



Keeper of the Faith



Lou Dickman (front, center) is pictured receiving the 2015 Spirit Award for her support of Parkvue Community. Lou, who passed away the following year, planned a bequest to modernize and beautify the chapel at Parkvue.

Generous with her time and energy, the late Lou Dickman was known as the “helper of the community.” Grounded in faith, compassion and love for her family and friends, this former resident of Parkvue Community in Sandusky, Ohio, provided holy communion to friends, old and new, with grace and mercy.

Her volunteerism as a Eucharistic minister led, in large part, to her receiving United Church Homes’ Spirit Award in 2015. For Lou, living her Christian principles was pivotal to her being. She loved supporting others who wanted to live fully in their faith.

Lou’s generous spirit lives on at Parkvue Community. She selflessly planned a gift that would provide a \$25,000 bequest for Parkvue Community. This gift was lovingly stewarded by her six children, who were pleased to help direct her gift to support the chapel — to create a modern, accessible, quiet and serene sacred space — one that reflects the hospitality, compassion and respect that Lou provided to everyone she encountered.

At Parkvue Community, we feel privileged to name a space in the renovated chapel in Lou’s honor and memory. Lou’s generosity and legacy

“When she received the Spirit Award, Lou stated she volunteered because Parkvue Community was her home, and she loved the people she called neighbors and friends.”

live on, in the very space she once served her friends and neighbors. It’s an enduring gift to those she loved and those who loved her, and it will be felt by all who experience this sacred space well into the future.

Parkvue Community chaplain, Rev. Cathy Lawrence, said she’ll always think of 1 Corinthians 13:13 when she remembers Lou.



“And now faith, hope and love abide, these three; and the greatest of these is love.”



2018-19 Board of Directors

Dr. Trevor Bates
Rev. Geoffrey A. Black
Ms. J.B. Boothe
Mr. David Brainin
Rev. Daniel L. Busch
Rev. John Cramton
Ms. Cathy Green
Mr. James L. Henry
Ms. Sandy Lindahl
Rev. David Long-Higgins
Mr. Philip E. Mallott
Mr. Phil Moots
Mrs. Susan Sheidler
Ms. Diane Moreno Zerby
Rev. Dr. David Schwab
Rev. Robert Tussing
Mr. Karl Ulrich

2018-19 President's Council

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Mr. Scott Slutz
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Philip E. Mallott

Dear supporters,

As I write this in March, COVID-19 is consuming the news and our thoughts with concerns about its spread. All phases of our lives are changing, and we're just beginning to feel the impacts. It's hard to know, at this stage, what changes will be relatively short term and inconvenient and which will have significant long-term ramifications. We are praying for those leading efforts to contain this pandemic. We're praying for residents and staff on the frontline of care for those most vulnerable to COVID-19 in the communities that, together, make up United Church Homes. We're praying for our country and the world.

Turbulent times require a coordinated effort between policymakers, caregivers and individuals through their own personal health-based activities. UCH Board members are keenly aware of all that our associates are doing to keep UCH residents healthy and safe. It's extremely important, and we're grateful for your commitment. Unfortunately, we are just getting started.

In 2019, UCH was challenged to come together to respond to less deadly, but nonetheless significant, disruptions: low unemployment rates and market-driven competition for employees, changes to governmental payment policies and quality measures and consumer-driven choice to age in place and/or to recover and rehab at home.

UCH stepped up to the industry challenges and turned disruption into stronger business processes, new collaborative initiatives, cost-saving programs, higher reimbursement rates, investments in our staff and national quality recognition awards. We invested in our independent living growth strategy. Partnering with others, we completed our first Low-Income Housing Tax Credit financing and launched a new hospice joint venture. These partnerships not only impacted 2019, but they are likely to create future growth opportunities. Last, but not least, we strengthened our long-term financial future with the completion of a strategic capital plan and refinancing.

During this period, we also had to determine how to replace a significant leader in the business, Chuck Mooney, retired chief operating officer. We feel blessed to have welcomed Terry Spitznagel as our chief growth officer in early 2020.

All of this is possible because our leadership, caregivers and behind-the-scenes individual contributors worked together and held one another accountable. Ultimately, these people care deeply about the United Church Homes residents, mission and future. You delivered. From your Board of Directors — thank you.

In closing, it's clear we will need the very same organizational strengths we deployed in 2019 to carry us through the challenges of 2020. May God continue to bless the UCH ministry.

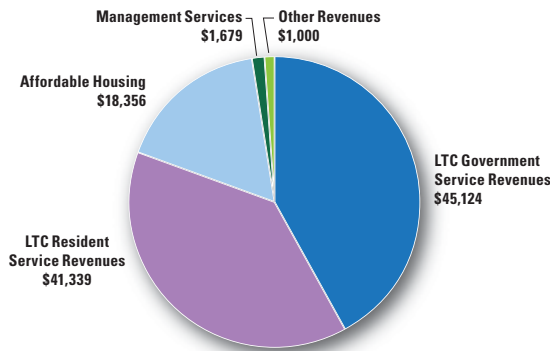
Phil Mallott, Chair, Board of Directors

Financial Overview

For the 12 months ending December 31, 2019

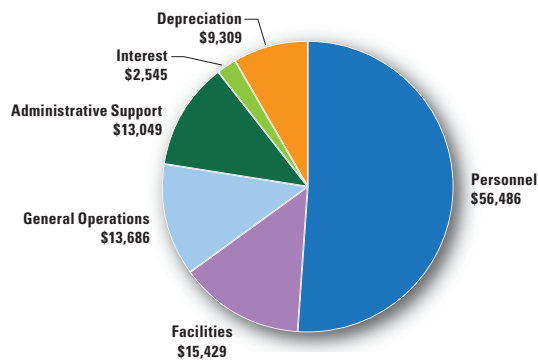
Financial data relating to United Church Homes, Inc., and affiliates has been combined with data of several partners and service lines, including long-term care (LTC) communities, affiliated housing entities, central office, advancement, the Ruth Frost Parker Center for Abundant Aging, United Church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

(all numbers are shown in thousands)



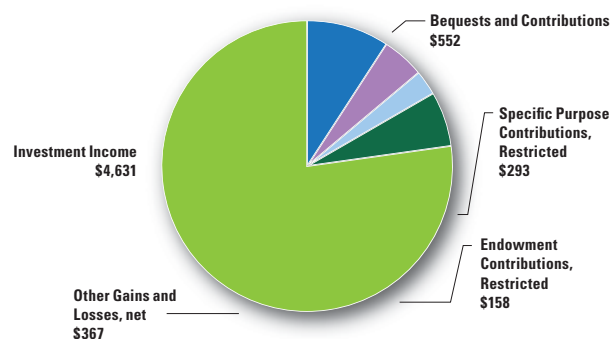
Revenue **\$107,498**

LTC Government Service Revenues	45,124
LTC Resident Service Revenues	41,339
Affordable Housing	18,356
Management Services	1,679
Other Revenues	1,000



Expenses **\$110,504**

Personnel	56,486
Facilities	15,429
General Operations	13,686
Administrative Support	13,049
Interest	2,545
Depreciation	9,309

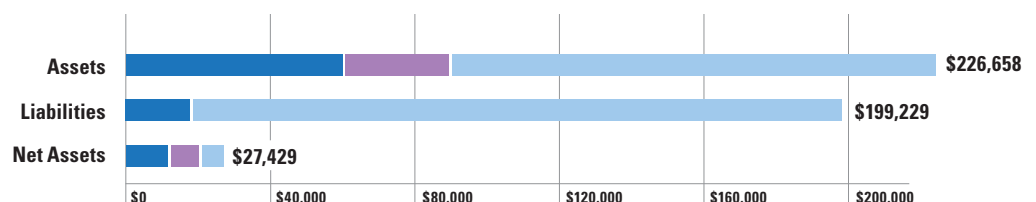


Other Income **\$5,267**

Bequests and Contributions	552
Specific Purpose Contributions, Restricted	293
Endowment Contributions, Restricted	158
Other Gains and Losses, net	(367)
Investment Income	4,631

Balance Sheet

Current
Limited Use
Long-Term



Uncompensated Care

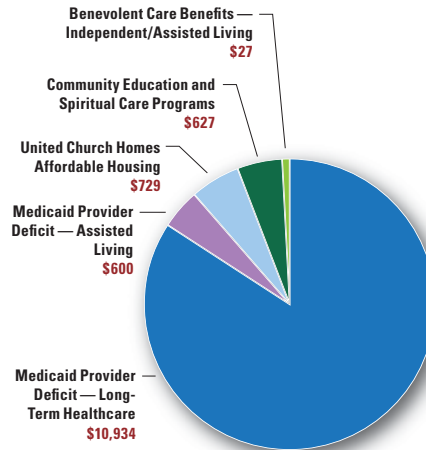
For the 12 months ending December 31, 2019

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 4,200 residents. Our network extends to 76 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 2019, we provided over \$12.9 million of uncompensated charity care that was not reimbursed by user fees or government funding.

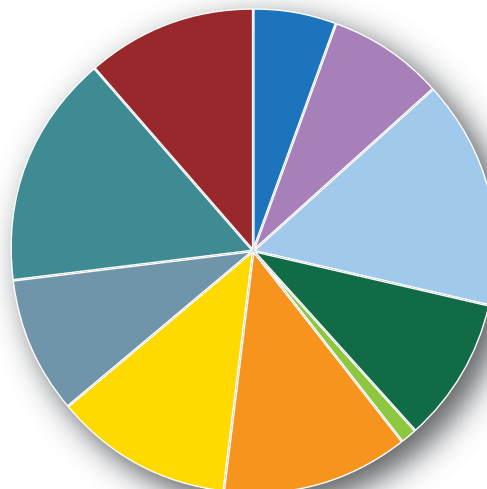
Uncompensated Charity Care \$12,917

Medicaid Provider Deficit — Long-Term Healthcare	10,934
Medicaid Provider Deficit — Assisted Living	600
United Church Homes Affordable Housing	729
Community Education and Spiritual Care Programs	627
Benevolent Care Benefits — Independent/Assisted Living	27



Uncompensated Care \$12,917

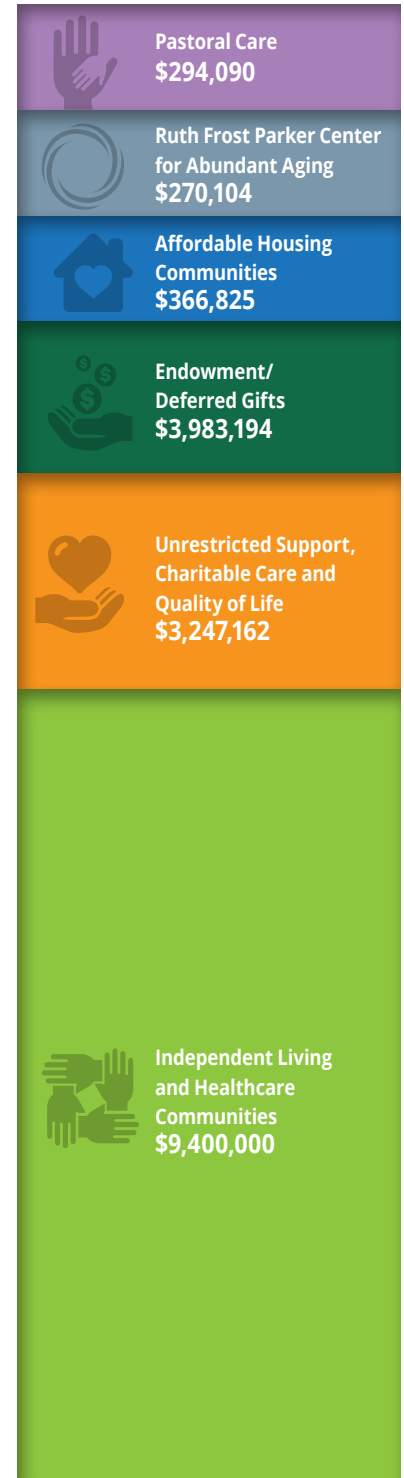
Affordable Housing	729
Chapel Hill Community	1,007
Fairhaven Community	1,995
Four Winds Community	1,225
Glenwood Community	151
Harmar Place	1,606
Parkvue Community	1,547
Trinity at Fairborn	1,187
Pilgrim Manor	2,025
Trinity at Beaver Creek	1,445



Campaign for Abundant Life

Goal: \$20,000,000

Current results: **\$17,561,375**





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.

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 at Beaver Creek

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

Benevolent Care, Trinity Community at Beaver Creek

The B.E. & Dorothy A. Beaton 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 Suzanne & Robert* Schoedinger Endowment Fund

Benevolent Care, Fairhaven Community

The Corinne Flocken Boryczka Endowment Fund

Benevolent Care, Fairhaven Community

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

Landscaping, Trinity Community at Beaver Creek

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 Duibley Endowment Fund

Benevolent Care, Trinity Community at Beaver Creek

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

Operations, 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 William A. & Wanda J. Kroft Endowment Fund for Chapel Hill Community

Operations, Chapel Hill Community

The Helen E. Kurt Endowment Fund

Benevolent Care, Fairhaven Community

The John D. & Mina K. Luecke, Sr. 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

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Amy Kotterman, director of hospitality, United Church Homes, joined her father, Paul Kotterman, a longtime UCH and Fairhaven Community supporter, at the donor appreciation dinner in 2019.

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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*

JUSTICE Housing:

The Future of Affordable Housing for an Aging Population



United Church Homes' affordable housing ministry provides more than safe, accessible homes for low-income older adults. Aging in community, these residents experience abundant living with the help of integrated, on-site services and recreational opportunities. Over the past three decades, this ministry has grown with the support of community partners.

UCH celebrated one such partnership last fall when [South Haven Woods](#) residents joined the [South Haven United Church of Christ](#) congregation to rededicate the Bedford, Ohio, community after renovations in its 30th year of service.

South Haven Woods opened Oct. 1, 1989, across the church's parking lot. The congregation had discussed opening affordable housing on its property as far back as 1968.

"South Haven Woods is the best model, in my view, of a congregation enacting its call to discipleship and putting its faith into action," Rev. Kenneth Daniel, president and CEO, [told](#) the Council for Health and Human Service Ministries of the UCC.

In a special worship service before the rededication, UCH President and CEO Rev. Kenneth Daniel told the congregation: "What you have done (as a courageous congregation) is provide more than affordable housing or low-income housing. This is justice housing; safe, secure, and now a model for people to live happier and healthier lives. You have contributed to bending the arc of justice toward



(At left, L-R): Vanessa Norris, Director of Housing Services, United Church Homes; Rev. Kenneth Daniel, UCH President and CEO; and representatives of CHN Housing Partners

the vision of a just world, a beloved community in Christ."

With the retirement of Chief Operating Officer Chuck Mooney, United Church Homes hired its first chief growth officer, Terry Spitznagel, who joined the staff Feb 10. Terry will lead efforts to grow existing and new lines of business for UCH. With over 25 years of experience, she has overseen healthcare operations, including senior living, hospital and post-acute care, hospice, affordable housing and community-based services over her senior living career.

The strategic move was just one way United Church Homes is expanding its ministry to older adults who need access to safe, affordable housing.

Countless older people have experienced the UCH difference in 61

affordable housing communities in 13 states and two Native American nations. In 2019, United Church Homes was [named](#) the eighth largest provider of managed senior living and affordable housing in the U.S. The ministry continues to expand, as the need for affordable housing for an aging population grows.

By 2050, the population of individuals age 65 and older in the United States is projected to double, growing faster than any other age group, according to the [U.S. Census Bureau](#). As people age, their risk of having chronic diseases or functional limitations increases. According to [LeadingAge](#), these risks are higher among members of minority groups, who are expected to comprise 42 percent of the senior population in 2050, and those living in poverty.

Supportive housing is a term for residential settings that are designed to provide a range of onsite services while people maintain their own private living space, according to an AARP Public Policy Institute [report](#) titled “Affordable Supportive Housing Fills Gap for Older Adults and People with Disabilities.” A key characteristic is that health and other social services are provided in a residential, rather than an institutional, setting. Meal deliveries, monitoring and emergency response and service coordinators are some of the supportive services provided at UCH housing communities.

Federally subsidized supportive housing programs are funded at levels far below what is needed to meet current and growing needs, AARP says. In fiscal year 2019, Congress appropriated \$678 million — the same amount approved in 2018 — for the Federal Section 202 Supportive Housing for the Elderly Program, the primary source of federal funding to nonprofit organizations. Of the total, \$573 million was allocated for renewal of rental assistance for residents, and \$105 million was for new Section 202 construction and project-based rental assistance (PRAC).



Rev. Kenneth Daniel helps serve holy communion during a special worship service with South Haven UCC last fall, as UCH and the church celebrated renovations in South Haven Woods' 30th year.

Late last year, UCH joined other LeadingAge members in [praising the U.S. Department of Housing and Urban Development's](#) guidance for accessing new resources for renovations to PRAC properties, known as Rental Assistance Demonstration (RAD) for PRAC. The move gave organizations options for new financing for preservation to position themselves for sustainable futures. Thirteen of UCH's affordable housing communities are 30 years or older, and 19 are 25-29, with close to half those being PRACs. Sixteen PRAC communities were built 20-24 years ago.

Bolstered by new funding sources, UCH is strategically growing its affordable housing mission to serve more older adults throughout the United States. An example of another funding source is the Low-Income Housing Tax Credit (LIHTC), a competitive bid process administered by state governments. The program provides a tax incentive to acquire, construct or rehabilitate affordable rental housing for low-income households. UCH is exploring ways to obtain more of this crucial funding.

“We’ve taken significant steps to increase our living options through new construction and acquisition and to form strategic partnerships that will help us serve more older adults,” said Rev. Kenneth Daniel, president and CEO.



Cheryl Wickersham (standing), vice president of housing services, shares a mission moment with members of South Haven UCC about the affordable housing ministry at United Church Homes.

From Hallways to Households: UCH's Commitment to Culture Change

What jumps into your mind when you hear the words **nursing home**? Think about it. Did you picture a bright, friendly place, where staff and neighbors are like family? Did you envision an open floor plan and sun-filled community gathering spaces? Chances are, your idea of a nursing home is vastly different.

Culture Change and Person-Directed Care

As a national leader in senior living, United Church Homes has transformed its communities into warm, welcoming and life-affirming homes for thousands of older adults. The reason? Culture change.

A few years ago, United Church Homes began looking at the [Pioneer Network](#) as a source of inspiration. The basic principle that incites culture change is moving from provider-directed to person-directed care. And yes, that's exactly as simple as it sounds — from staff choosing residents' food and schedules to residents making their own choices, with staff adapting to residents' wants and needs. While it's not a complex idea, moving to person-directed care can have a profound and positive effect on the wellbeing of older adults living in long-term and short-term care communities.

Creating Home

With person-directed care in mind, UCH wanted its communities to be where older adults would choose to live. What does that change look like? Home isn't necessarily the newest and shiniest place to be. Rather, it's where an individual feels comfortable, at peace and safe.



Uplands Village, a United Church Homes-managed community in Pleasant Hill, Tennessee, is an example of life plan community that has transformed hallways to households.

It's where you are surrounded by a community of extended family who make life meaningful. So, in each United Church Homes community, we strive to create that environment — every day.

Many of our buildings were older, designed as institutions — more hospital than home. Over the past decade, we've converted those hallways to neighborhoods and transformed units to households. We didn't just alter the language, though that remains incredibly important. We created elements in each community that mirror home — dining rooms where residents eat together, sharing

a meal and conversation; gathering spaces, indoors and out, where residents can meet their friends and families to play games, go for walks or just catch up; and areas where residents can experience UCH's one-of-a-kind community life — activities and events chosen, and often led, by residents.

Nearly every owned and managed United Church Homes community has adapted this type of environment. From memory care neighborhoods to skilled nursing households, United Church Homes has followed the Pioneer Network's ideals and turned hallways into homes.



Pilgrim Manor, Grand Rapids, MI



Pilgrim Manor — A Classic Example

Pilgrim Manor is one of the newer members of the United Church Homes family, joining in 2016. Its roots trace back to 1955 when a dozen local Congregational churches (now mostly United Church of Christ) banded together to create a place for older adults to live. With its beautiful 10-acre setting in the heart of Grand Rapids, Michigan, Pilgrim Manor was the perfect place to implement this environment. The view from nearly every window gives residents a glimpse of deer, rabbits and birds and the changing seasons and offers plenty of natural light.

Community Life Director Jennifer Raymond and the Pilgrim Manor Culture Change Team embraced the idea. They set up displays in what was then called Health Center and HFA (now the Woods and Groves neighborhoods). Family, residents and staff offered their ideas, and the culture change team compiled the results. They came up with names to suit Pilgrim Manor's unique setting — Forest Grove and Valley Grove, for instance — beautiful names reminiscent of the views.

“Each name has a special meaning as to where it’s located on the property,” Jennifer said. “Living in a neighborhood creates a sense of community and makes this place their home.”

Now it’s spring at Pilgrim Manor. Residents sit together in the great room discussing their children and grandchildren, practicing social distance but catching up safely. One is talking to the chaplain about the

upcoming Easter service — which may be viewed through Zoom or Facebook Live but will take place nonetheless. The many flowers of the community have begun to bloom, adding to the environment and offering hope as we fight COVID-19.

And except for the assisted living area completed in 2018, Pilgrim Manor isn’t new. It’s something else — something better — it’s home.





Project LIFE

Integrated Community
Employment Program
Connects Older Adults
and People with
Disabilities

Editor's Note: Project Life, an integrated community employment program for people with developmental disabilities, has been postponed for the safety of participants, residents and staff at Fairhaven Community, due to the COVID-19 healthcare crisis. We hope the partnership will continue, stronger than ever, when we can safely implement it again.

Creating an inclusive workplace takes more than one plan or policy, and it's not something that can ever be checked off a task list. United Church Homes communities welcome people of all abilities to contribute their gifts to the organization's mission.

According to the U.S. Department of Labor, in an [integrated employment](#) setting, employees with disabilities work alongside people who do not have disabilities, and the former earn at least minimum wage paid by the employer. After hire, these employees may have support from a skills coach, but the goal is to transition them to independent employment.

Inclusive Hiring Practices Are Good for Business

It's not only about integrity, one of United Church Homes' core values. Over 90 percent of Americans view companies that hire people with disabilities more favorably than those that don't, and 87 percent would prefer to give their business to companies that hire people with disabilities, according to the Ohio Department of Developmental Disabilities' [Employment First](#) program.

In fact, workplaces can reduce turnover costs by hiring people with

disabilities. [Research](#) shows people with disabilities tend to keep their jobs longer and have the same or better absentee and sick rates as nondisabled employees. Industry reports consistently rate workers with disabilities as average or above average in performance, quality and quantity of work, flexibility to demands, attendance and safety, the ODDD says.

Like older adults, people with disabilities have historically been excluded from the public eye. Over decades, people with disabilities have demanded and created change, and the treatment and perceptions of disability have evolved. After groundbreaking regulations passed as part of the U.S. Rehabilitation Act of 1973, disability rights advocate Kitty Cone said it was the first time "disability really was looked at as an issue of civil rights rather than an issue of charity and rehabilitation at best, pity at worst."

Later, the Americans with Disabilities Act of 1990 prohibited discrimination against people with disabilities in many aspects of public life. Today, organizations must take the next step by welcoming people with disabilities into their ranks.

Expanding Abundant Life to Our Neighbors

In Upper Sandusky, Ohio, Fairhaven Community took part in Wyandot County's pilot for [Project Life](#). Developed at Butler Tech in Butler County, Ohio, a career technical educational institute for adults and teens, this multi-year work transition program is designed for young adults with intellectual and developmental disabilities. Project Life is an unpaid internship so young adults can have learning experiences in community employment. Companies and disability advocates have successfully replicated Project Life in Ohio, Kansas, New York and California.

Fairhaven welcomed Project Life interns, ages 19-20, into its laundry department during the 2019-20 academic year. Wyandot County Board of Developmental Disabilities Superintendent Todd Dilley said their experiences in an integrated worksite teach them hard skills, such as doing laundry, and soft skills, such as being a good teammate. When their shifts end, these young adults return to the classroom, where they practice life skills such as cooking and cleaning that will help them live as independently as possible.

Welcomes New Administrator



Fairhaven Community interns (front row, from left) Michelle Skaggs, Cole Blead, Austin Shulaw and Melanie Barot; (back row) Fairhaven Environmental Services Director Brian Mitchell and Project Life staff Rachel Pool and Brittany Metzger. Not pictured — Heizel Garcia.

“From the beginning, when we reached out to Fairhaven about the possibility of the partnership, they were incredibly open to the idea,” Todd said. “We wanted to be prepared for all the possibilities, including potentially some barriers in making it happen. Those barriers never presented themselves.”

Brian Mitchell, director of environmental services at Fairhaven, said the collaboration was a unique opportunity for the historic senior living community.

“This program aligns so well with our mission and is incredibly important,” he said. “The interns get on-the-job training and opportunities that play to each person’s strengths. At Fairhaven, we want to attract and retain the best staff for a wide variety of roles, from housekeeping to activities and dining services to nursing care. I hope this program will lead to employment for people with disabilities — our neighbors, family members and friends.”

The program is also important to Fairhaven residents and other staff, who meet and become friends with the interns, creating opportunities for meaningful connections. Organizers hope Project Life will continue at Fairhaven, with interns moving into new roles.

As more communities embrace integrated employment for people with disabilities, collaborative partnerships, like Fairhaven with the Wyandot County Board of DD, will be key to success for these workers and the organizations that employ them. And while our neighbors and friends with disabilities will benefit from new opportunities, we’re also learning a thing or two about community.



United Church Homes has welcomed a new administrator to lead Fairhaven Community, the organization’s first senior living community, located in Upper Sandusky, Ohio.

Jean A. Smith, a licensed nursing home administrator (LNHA), joined the Fairhaven team Jan. 28. She brings years of expertise in skilled nursing administration, including as foundation executive director, marketing director, administrator and regional executive director at Ohio skilled nursing communities in Fremont, Green Springs and Tiffin.

Smith said United Church Homes’ faith-inspired, mission-driven setting appealed to her, along with the depth of support available to leaders through UCH’s network of 15 owned and managed senior living communities in Ohio, Michigan and Tennessee.

“As soon as I walked into Fairhaven, I could tell that staff members truly care for the residents, whether they’ve been with us for two weeks or over 40 years,” Smith said. “Fairhaven has a strong reputation as a provider of quality, person-directed senior living. We look forward to continuing that tradition.”

Rev. Kenneth Daniel, president and CEO of United Church Homes said Jean shares the organization’s mission, vision and values and commitment to improving the quality of life and care for older adults.

“Jean brings the right combination of leadership and expertise that will continue the success of Fairhaven and our organization,” he added.



SECURE Act 2020:

What It Means for Your Estate Planning

This year, we saw major changes in the estate planning arena that will impact almost everyone. The Setting Every Community Up for Retirement Enhancement Act of 2019, better known as the SECURE Act, became effective Jan. 1. It effectively eliminated the Stretch IRA – the ability to take required distributions from an inherited retirement account over the beneficiaries' life expectancies. **Now nonspousal beneficiaries are required, with limited exceptions, to liquidate the inherited funds within 10 years.** This can create significant planning quandaries for those who desire to control these funds beyond a 10-year window, or simply desire further tax-deferred growth on these funds for their families. While there are still trusts that can hold and secure retirement assets beyond the 10-year liquidation period, income over \$12,950 retained in trust is taxed at 37 percent, the highest federal rate.

For those who have already set up outright gifts or are considering making them, ensuring these gifts come first from retirement assets is now more important than ever.

Charitable planning provides another option with good solutions.

This can be done, through the IRA Charitable Rollover, after age 70 ½ or as a beneficiary designation on the retirement account. Most people view their charitable actions as a pure gift, with no thought of a personal benefit. In fact, there are numerous ways you can structure these gifts to create charitable impact and provide for your family.

For instance, a Charitable Remainder Trust (CRT) doubles under the SECURE Act the amount of time retirement funds can remain invested tax-free from 10 to 20 years. In certain situations, the funds can remain in the trust throughout the beneficiary's lifetime. During the trust term, the trust will typically pay out to your heirs. At the end of the term, the remainder can be given to the charity you choose.

A CRT can result in a small decrease for heirs, but it also allows for a structured payout over a long period of time for heirs while creating a significant charitable gift. In some situations, when the beneficiary's tax rate or the trust tax rates are considered, your beneficiaries might receive more through the CRT than with noncharitable options.

If you would like to learn more about making a contribution to United Church Homes from your IRA, please contact Gloria Hurwitz, vice president of advancement, at ghurwitz@uchinc.org or 740.751.8702. Additionally, to review how the SECURE Act impacts your planning, please consider taking advantage of a complimentary, values-based estate planning process that United Church Homes is making available to you. Contact Gloria to learn more.



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.

UCH's Newest Managed Community Finds *Support* Amid Pandemic

For Columbus Colony for Elderly Care staff, joining United Church Homes couldn't have come at a better time. Staff, residents and families have been enveloped in the compassionate, inclusive UCH culture during an unprecedented time for senior living providers.

On Feb. 3, United Church Homes Management and CCEC, a not-for-profit, licensed skilled nursing community, announced their affiliation, and UCHM began helping CCEC with administrative and healthcare operations. Shortly after, the COVID-19 pandemic closed skilled nursing and assisted living communities across the U.S. to nonessential visitors. Over the next few weeks, many states closed businesses, and Ohio Gov. Mike DeWine issued a stay-at-home order.

UCH had already been preparing for COVID-19 in Ohio. Through daily video meetings, staff from UCH senior living communities collaborated on how to protect residents from exposure and shared the creative ways they continued to provide abundant life despite the potential threat.

UCH and CCEC's relationship was vital during the early weeks of the crisis. UCH brought clinical expertise and resources from its national network of suppliers and healthcare partners, operating efficiencies and the experience of a multisite senior living provider to the partnership. CCEC,

with a similar mission, brought its unique culture to the conversations around enriching community life. Home to more than 120 residents, CCEC has cared for older adults for over 100 years, specializing in serving individuals who are deaf and hard of hearing.

When UCH rolled out the UCH Warriors program to celebrate staff ingenuity and dedication during the COVID-19 crisis, CCEC staff joined in, sharing stories of how they kept residents' spirits high. When staff started wearing masks to protect residents, UCH helped CCEC find some with a clear panel so residents

who rely on lip reading could still communicate with staff members and one another. CCEC and UCH's other managed communities can also use UCH's supplier connections to get personal protective equipment.

For many employees at CCEC, an Easter gift from UCH and an invitation to join the UCH Warriors Facebook group really made them feel like part of the UCH family! When UCH launched the Facebook group for staff only, many workers from CCEC did not expect to be invited. But UCH welcomes everyone — all staff are **#UCHWarriors!**



CCEC offers short-term rehabilitation, outpatient therapy and long-term care, specializing in service to individuals who are deaf, deaf and blind or hard of hearing. It is one of only five organizations in the U.S. offering these specialty services to older adults.

SAGECare Cultural Competency Training



United Church Homes communities have been recertified in SAGECare cultural competency training for those working with the LGBT community.

A majority of UCH's 1,500 staff members voluntarily participated in the training program for residential healthcare providers and others who work with and advocate for older adults. UCH and its senior living communities have been recertified annually since first earning platinum certification in 2017. Several UCH affordable housing communities have also been certified.

UCH was the second organization in Ohio to be SAGECare certified. The first was the Alzheimer's Association, with four of its regional offices having earned the bronze-level certification. Pilgrim Manor was the seventh organization in Michigan to be certified.

“Many LGBT older adults may be uncomfortable or fearful being open about their identity or relationships. SAGECare training is a way to communicate that your community is invested in their well-being.”

— Tim R. Johnston, Ph.D., Director of National Projects at SAGE

SAGE is a national advocacy and services organization that's been looking out for LGBT older adults since 1978.

Community 2020 Certifications

PLATINUM

Eighty percent or more of employees, executives and administrators completed one hour of LGBT aging training

- Glenwood Community (Marietta, Ohio)
- United Church Homes Central Office (Marion, Ohio)

GOLD

Sixty percent or more of employees, executives and administrators completed one hour of LGBT aging training

- Fairhaven Community (Upper Sandusky, Ohio)
- Four Winds Community (Jackson, Ohio)
- Harmar Place (Marietta, Ohio)

SILVER

Forty percent or more of employees, executives and administrators completed one hour of LGBT aging training

- Chapel Hill Community (Canal Fulton, Ohio)
- Parkvue Community (Sandusky, Ohio)
- Pilgrim Manor (Grand Rapids, Michigan)
- Trinity Community at Beaver Creek (Beaver Creek, Ohio)
- Trinity Community at Fairborn (Fairborn, Ohio)

To stay up to date on the latest credentialing, visit SAGECare's **Find a Provider searching tool** at sageusa.care/sagecare-providers.

How Do You Define **Community**?

Throughout 2020, United Church Homes is asking residents, families, staff and supporters to share their definitions of community with a focus on aging in community. We're all aging, and our hope is everyone can find a community in which to belong.

Merriam-Webster defines community as a *unified body of individuals, a social state or condition and society at large.*

But how do you define community?

Here are some of your answers.

In Athens, Georgia, the FARM Rx (Food As Real Medicine Rx) program promotes affordable access to fresh, locally grown produce and healthy food choices through partnerships between healthcare providers, community organizations and the Athens Farmers Market.

Athena Gardens, a UCH affordable housing community in Athens, invites residents to a monthly farmers market in their backyard. Athens Land Trust partners with Athena Gardens and hosts cooking demos for residents.

"This program demonstrates how communities can come together to meet the needs of low-income older adults, children and families," housing manager David Davis said. *"This is a perfect example of community in action. Maybe 'community' is a verb, after all."*

Chapel Hill Community Facebook followers offered some succinct answers.

Caroline James, former memory care director: *"To me, community means a genuine feeling of belonging. It's about family, love and togetherness."*

Kati Barbieri-Davis: *"Community is being able to count on one another in a time of need whether that is a time of happiness or despair."*

With COVID-19 capturing the world's attention, UCH Director of Hospitality Amy Kotterman said community is more important than ever.

"Right now, we're living in unprecedented times when we can't be physically together," Amy said.

"This isn't easy for anyone, yet it's important to know we are still in 'community' with one another. We can still worship together through the chapel channel, sing together, play bingo or other games and create art from our doorways with friends and neighbors in our senior living communities. For residents, it's knowing that staff know me and what's important to me. We can communicate virtually with family and friends. It's comforting to know that I am not alone in this. We look out for each other, we take care of one another and we welcome, love and support one another. We will get through this because we are all in this together."

Send your definition of community to marketing@uchinc.org and your answer could be featured in UCH communications channels!



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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](https://www.ahca.org)

Council for Health and Human Service Ministries (CHHSM): [chhsm.org](https://www.chhsm.org)

LeadingAge: [leadingage.org](https://www.leadingage.org)

LeadingAge Ohio: [leadingageohio.org](https://www.leadingageohio.org)

Midwest Affordable Housing Management Association (MAHMA): [mahma.com](https://www.mahma.com)

Ohio Association of Area Agencies on Aging: [ohioaging.org](https://www.ohioaging.org)

Ohio Healthcare Association: [ohca.org](https://www.ohca.org)

Southeastern Affordable Housing Management Association (SAHMA): [sahma.org](https://www.sahma.org)

UCC Coalition for LGBT Concerns: [ucccoalition.org](https://www.uccoalition.org)



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