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A WORD FROM THE CEO

Transforming ourselves and the world

At a recent senior executive training focused on Diversity, Equity and Inclusion (DEI), the facilitators asked the group to divide ourselves according to responses to these fundamental questions: “Who believes UCH should pursue DEI because it drives optimal business results?” and “Who believes we should pursue DEI because it’s the right thing to do?” In our small group of eight leaders, those I have worked closest with for 10 years, the results were surprising.

Over the past two years, UCH has been exploring our culture, philosophy and practices through the lens of DEI. Even before George Floyd’s murder in Minneapolis, UCH’s Board had challenged leadership to assess how our organization’s culture reflected our inner sensitivity and commitment to racial justice.

Rev. Dr. Kenneth Daniel
President and CEO

With the help of Genesis Consulting Group in Columbus, Ohio, we embarked on a radical journey. What we are learning is not only surprising, but also a little disappointing and I reported to the Board that we can do better.

Even culturally sensitive and mission-driven organizations like UCH have blind spots when it comes to racism. As we learned, racism is so embedded in the American psyche and culture that we can be unaware of the ways it affects our everyday life. Speaking at our recent Symposium on the intersection of race and aging, Dr. Jamie Mitchell, Associate Professor in the School of Social Work at the University of Michigan, explained that racism in America is “like smog.” You can see it, you know it’s bad, but you still must breathe it. The effects of racism in history pervade many of our social structures and institutions, in ways less obvious to white people.

Despite UCH’s historic commitment to serving communities of color and our efforts to become more inclusive of LGBTQ people, we still have more work to do to live in full inclusion. The more we engage in this work the better we recognize the distortions to our mission and operations caused by the inherent discriminations throughout American society.

As a result, we are examining how racism affects our practices of recruitment, retention and promotion of employees. We also are discovering a need to apply an anti-racism lens to our professional development and training programs. We are looking at how we shape our outreach and marketing strategies to more diverse people of color. Over time, we want to build an organization that better mirrors our diverse society and the people we serve.

As the UCH Board took its own plunge into DEI, they reflected on past efforts to recruit more diverse members. Today, the 15-member Board is interfaith, includes four people of color and two LGBTQ individuals. The Board maintains its commitment to recruit diverse talent and expertise, while acknowledging meeting that goal remains a challenge.

How then did our senior executives surprise me at our training session? Seven of them were solidly standing on the DEI promotes good business results side of the room. And I was alone on the side that DEI is the right thing to do. Perhaps that’s not so surprising after all. The executives who lead different components of business operations see their work in one way. The CEO who stewards the mission and engages our many stakeholders sees our anti-racism work through a different lens. Both are at work in the organization’s heart. And because of our ties to the United Church of Christ, we want our work to join the efforts of congregations and other organizations bringing about more just, equitable, and inclusive structures within society. And that is something I know we have been united on for more than 100 years.

SEE PAGE 2 to learn how UCH is putting its DEI vision and commitment into practice at all levels in the organization.
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:
Two friends embrace with laughter at a community in Canal Winchester, Ohio.

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UCH Strengthens Focus on Diversity, Equity and Inclusion

As a member of the Council for Health and Human Service Ministries of the United Church of Christ, United Church Homes (UCH) stands with a rich tradition of institutions who were chartered to help people work to end prejudice, poverty and discrimination.

The UCH commitment to diversity, equity and inclusion is one the Board of Directors embraced many years ago, according to Karl Ulrich, Chair, as a basic function of the Board’s role and responsibility.

“Diversity, equity and inclusion have long been embedded into the mission, vision and values at UCH,” said Ulrich who has served on the Board since 2016.

Rev. Beth Long-Higgins, Executive Director of the Ruth Frost Parker Center for Abundant Aging, said the Board has been committed to diversity for years and actively sought to nominate more diverse members to their role in the organization, including women, people of color and those who identify as LGBTQ for a more inclusive perspective.

UCH can be a stronger force for good and a role model for society at large, by advocating for important social justice issues that are aligned with its mission and values. The Board is playing a key role in defining and monitoring our social advocacy agenda.

In 2019 the Board of Directors decided to look more intentionally into diversity, equity, and justice as a strategic focus for 2020. As the public raised awareness of racial inequities in the U.S., following the deaths of Brianna Taylor and George Floyd, UCH was having its own conversation.

For four months, the Board convened weekly using a podcast series to spark conversations about racism and what more UCH could do. In August 2020, a group of UCH staff members formed a working group to write a reaffirmation statement about UCH’s commitment to Diversity, Equity and Justice. The draft statement was adopted by the Board last November. “It is a reaffirmation of the organization’s journey amid the cultural context of 2020,” said Long-Higgins.

Long-Higgins, who facilitated the team that created the reaffirmation statement said, “We are not just interested in including diverse individuals in our midst, to work beside us or to live in our communities. As an organization we are defining how we might help to change societal structures and policies which discriminate and perpetuate the inequitable access to resources and opportunities that so many Americans experience daily.”

The organization is starting by taking a look at its own culture and policies. UCH has partnered with Genesis Consulting, a firm with extensive diversity consulting and training expertise. Genesis facilitated day-long training sessions with the Board and senior executives, UCH directors and community leaders in September. Ulrich said the work with Genesis will help UCH identify areas where we can do better.
“Outside perspectives are valuable in testing assumptions and seeing things in a new way,” said Ulrich.

Genesis will help UCH identify and implement measures throughout the organization to eliminate implicit bias, build diversity and ensure equal opportunities for all.

President and Chief Executive Officer Rev. Dr. Kenneth Daniel said UCH is starting with leadership but will implement training across all levels of the organization.

This internal focus has created three action teams with the following broad goals:

• Increase our ability to attract, develop and retain talent
• Enhance the customer experience and promote opportunities for innovation
• Improve our financial performance and potential for growth

“The action teams will identify areas for improvement, focusing on employee education, recruitment and retention of diverse staff members, and outreach strategies to share our services and culture with more diverse people,” said Rev. Daniel.

Board Member Rev. Geoffrey Black said the Board will measure UCH efforts to broaden and deepen the diversity of employees and residents. He said the long-term benefit to internalizing this focus is serving more people.

“This will position us to be culturally sensitive and better attract diverse residents, recruit and retain a diverse and capable workforce, and fulfill our mission well into the future.”

In addition, Rev. Daniel stated, “UCH wants to be a force for good in our society. To do this, UCH must work hard to become an anti-racism organization which stands for the principles of social justice.”

Ulrich concluded,

“The organization best serves diverse and inclusive populations when the organization itself is diverse and inclusive.”

Definitions to Know

**DEI** stands for Diversity, Equity and Inclusion

**DIVERSITY** encompasses differences in gender, racial, ethnic, socioeconomic, geographic, academic and professional backgrounds. Differences can also refer to physical ability, marital status, veteran status, whether one has children and other considerations.

**EQUITY** means accounting for different groups’ past inequalities by adjusting support, resources and tools so different groups may have equal access to opportunities.

**INCLUSION** is the ability to bring together and harness diverse perspectives and resources. Inclusion puts the concept and practice of diversity into action by creating an environment of belonging, involvement, respect and connection.

Source: DEI Awareness Education, Genesis Consulting Group
Sixth Annual Symposium Addresses Race and Age

The Ruth Frost Parker Center for Abundant Aging (RFPCAA) held its sixth annual Symposium, *At the Intersection of Race and Age* in August in Columbus, Ohio.

More than 120 individuals attended in person and online to hear several accomplished speakers discuss issues brought to the forefront of our culture through COVID-19.

The Symposium was designed to gather individuals from a variety of disciplines to explore themes or issues which affect how we age. The event is intended to encourage opportunities for dialogue between professionals in their fields of study as a way of learning.

“It's not often that clergy come together with administrators, nurses, social workers and older adults to the same conference, even though each of them serve the same population of people,” said Rev. Beth Long-Higgins, Executive Director for the RFPCAA.

Dr. Carl Hill, MPH Dr. Jamie Mitchell
Rev. Beth Long-Higgins said when the advisory council planned the event more than a year ago, COVID-19 was in full swing which heightened ageism in our nation as the initial victims of the virus were older adults. Long-Higgins said the nation was experiencing public discourse about racism and there were higher rates of infection among people of color. “We were in a unique position to look at ways in which race and age intersect to challenge so many people.”

Long-Higgins said the event sparked thoughtful conversations around the disparities that exist for people of color and provided perspective on how those differences are a result of discrimination and inequities older people of color have experienced throughout their lives.

Long-Higgins said there were several takeaways from the event, including the importance of listening to the experiences of other people. “Dr. Hill talked about listening and the importance of cultural humility in research—we need to take into account lifestyles, morals, values and how the social groups they belong to have an effect on their health,” said Long-Higgins. “Dr. Mitchell highlighted the need to listen first, before we research, recommend or suggest solutions to the challenges individuals face.”

In addition, Barb Powell, who covered the event for UCC CHHSM, reported in Diakonie several comments from presenters and attendees:

“The health care communication experience has been dismal for older adults of color,” said Mitchell. “Doctors tend to dominate conversations with African American patients, pay less attention to their needs, and make them feel less involved in making decisions about their health.”

“We need to understand some of the context to find ways to serve their unique needs,” she said.

The two keynote speakers were Dr. Carl Hill, Chief Diversity, Equity and Inclusion Officer for the Alzheimer’s Association and Dr. Jamie Mitchell, Associate Professor, School of Social Work at The University of Michigan. Both were selected for their outstanding work and research related to the Symposium’s theme. Both Dr. Hill and Dr. Mitchell were presented the RFPCAA’s award for Significant Contributions to Abundant Aging. The event also featured sessions such as Pursuing Health Equity in Dementia, Communication in Advocating for Equity and Inclusion in Healthcare, and the Impact of COVID-19 on Ohio Nursing Homes and Culture.

“Providers want to provide good care, but if you’re not conscious of the systemic and institutional bias/racism, you don’t know that you are not providing care that isn’t as good,” Mitchell said. High quality, person-centered communication leads to a sense of shared understanding and power, shared responsibility within the medical visit interaction, and improved health care outcomes.

Long-Higgins said the event helped introduce some of the components of cultural humility that are needed when we try to advocate and serve older persons of color.

UCH Board Member Rev. Geoffrey Black, agreed. “To us [at United Church Homes], justice and inclusion are synonymous,” he said. “The symposium was grounded in the present. Our presenters were very informative about the present state of research on race and aging in health care...[but] they were also looking ahead and pointing out the kinds of change needed to serve the diverse population of the United States.”

Article includes excerpts from the September 2021 issue of CHHSM Diakonie, reprinted with permission of UCC Council for Health and Human Service Ministries.
Diversity, Equity and Inclusion (DEI) has long been a part of the mission, vision and values at United Church Homes. The core values, written in an acrostic which spells the word CHRIST, encourage employees to welcome everyone, honor the differences among them and reflect God’s love.

For Avonne Bennett, Service Coordinator at Canal Village and David’s Way, the organizations focus on DEI emboldens her. “It makes me feel empowered knowing I work for an organization with this focus. As a person of color with American Asian and Pacific Islander heritage, I know I have every opportunity to be a successful leader in the industry, just like anyone else.”

Bennett said she wholeheartedly embraces the UCH culture by treating everyone equally. “It makes me feel accepted for who I am and knowing my worth is based on merit, not by superficial stereotypes.”

She said the impact of DEI makes employees and residents feel valued and builds a foundation of acceptance from the moment you enter the doors of a UCH community. “Feeling valued is the driving force for motivation and striving for excellence,” Bennett added.

Residents at Canal Village and David’s Way communities described living in UCH communities as a welcoming environment, where individuals are treated equally and share in their differences.

“Everyone is welcome here,” said Wendy Smith.

Teresa Simpkins said, “Everyone is treated equally. We can talk to each other and everyone shares a similar story, no matter the struggle or the race.”

Gloria Quijano said, “I’ve been happy here for five years. I feel like I am treated well by everyone.”

UCH leaders are aligning together across diverse backgrounds to inspire employees to support diversity, build equity and seek justice while providing exceptional healthcare and housing services to older adults, and the results from the field are successful.
The title of “consultant” falls far short when describing the role Scott Townsley has played in United Church Homes’ strategic direction for more than a decade.

On the 36th anniversary of beginning his consulting career – Townsley announced his plan to retire. In August, he participated in the UCH Board retreat for the last time where he received the President’s Award of Distinction. He was the first recipient not serving as a member of the Board or employed by UCH to receive the award which honors those whose accomplishments uniquely and significantly advance United Church Homes’ mission to transform aging by building a culture of community, wholeness and peace.

Currently serving as managing principal of Trilogy Consulting, LLC, Townsley has more than three decades of experience in senior living and care – not including his employment as a dishwasher at a senior living community as a teenager.

“It was one of those unique situations where you realize that the work you’re involved in is crucial stuff,” Townsley said. “We need to get this right! And with precision!”

For more than 10 years, Townsley has met with the UCH Board every two years to identify emerging trends, revisit organizational aspirations and develop specific strategies to achieve them.

Townsley has worked with hundreds of organizations as they grappled with how to successfully navigate and drive change. In his role as a lecturer, professor and academic advisory committee chair, he has often cited UCH as a successful organization others should model.

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He applauds the progress UCH has achieved in 2020 and 2021 – against the backdrop of the COVID-19 pandemic. UCH’s continued growth is unmatched.

“Another factor in UCH’s success is that the Board doesn’t simply turn strategic planning over to a consultant, “They work it!” Townsley said.

For his part, Townsley has every confidence UCH will continue to thrive.

“The power of collaboration between senior leadership and members of the Board will continue to drive the organization’s future success.”

“Scott has been so much more than a consultant – he’s been a mentor for me and others on the team,” Rev. Daniel said. “He’s stretched our horizons and walked the path with us every step of the way.”

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“We’ve experienced a huge shift in the senior living and care industry,” Townsley said. “Baby Boomers have different expectations than the ‘silent’ World War II generation – in part because of their experiences addressing their parents’ needs. Now that Baby Boomers are turning 75, they are the direct consumer.”

“This shift represents both challenges and opportunities, which UCH has embraced,” he continued. “The key to the organization’s success is its people, its culture, and the trusting and respectful relationship between the leadership team and Board.”

A relationship built on respect doesn’t mean there isn’t push back in discussing challenges and future direction.

“One tends to believe that others’ thinking is consistent with their own,” Townsley said. “What a good consultant brings to the table is objectivity and the ability to say, in some cases, ‘I’m not sure your observation matches mine.’ And basing decisions on what one thinks consumers demand without data to prove that out is very risky.”

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The United Church Homes’ LIVE IT! program is the foundation for how employees are delivering customer-inspired experiences and creating abundant life. The program has three core pillars: Live with Purpose; Social Connections; and Safe and Sound.

All three are important to wellbeing, understanding individual needs as residents and providing them with engaging group and individual programs is priority number one.

As Director of Customer Experience for United Church Homes (UCH), Amy Kotterman works with a team of Community Life Directors dedicated to providing residents with the social connections that are so essential to a happy and fulfilling life.

“Transforming senior living and care is fundamental to UCH’s mission,” Kotterman said. “We understand that each resident’s definition of abundant living is unique. The current pandemic forced us to be creative in meeting residents’ essential needs and made us more aware of the many opportunities to enrich our residents’ lives through greater use of technology.”

Technology is increasingly an essential tool for keeping residents engaged. Virtual Visit Guides were put in place at each community last year to keep residents connected with family and friends when in-person visits weren’t possible. It continues to be a useful tool, as does It’s Never Too Late (iN2L), a content-driven mobile engagement tool that offers a menu of education, games and other meaningful experiences customized for individual residents’ passions, hobbies and interests.

A new partnership with Touchtown, a virtual engagement and communications platform, allows residents to easily access information about their community. Residents can use a smartphone, desktop, tablet, dedicated TV channel, or an Amazon Alexa-enabled device to access Touchtown content ranging from resident directories to what’s for dinner, activity schedules, virtual classes and more. There are apps specific to families and one for prospects interested in moving into a community too.

Technology is great, but it can’t replace getting to know each resident and his or her individual interests and needs.

“Customizing experiences to individual residents – that’s the key to abundant life,” Kotterman said. What do they like to do? What do they want to learn more about? What opportunities to make connections with others appeal most to them?
Pillar Highlight: Social Connections

Peter Donlon, who joined The Glenwood Community as Director of Community Life earlier this year, also embraces UCH’s approach to customized resident support, especially the use of technology. He surveyed all residents and met with them individually to better understand their expectations and needs.

“There’s a wide range of resident comfort and experience with technology,” Donlon said.

“We’re seeing growing numbers of residents who are very tech-savvy and graciously help others who are less so. I created an introduction to technology program to teach residents how to use different applications. We started out with very basic apps, like Zoom and online grocery ordering. As residents’ technology skills have developed, we’re now providing more in-depth instruction.”

Recent activities coordinated by Donlon include supporting a community book club and a sushi demonstration – how it’s prepared and how to eat it with chop sticks.

Residents at The Trinity Community at Miami Township enjoy a mix of activities coordinated on their own as well as those organized by UCH staff. The Waterford Players is a resident-driven theatre troupe that performs on a regular basis, drawing big crowds and laughs from other residents.

Charlene Flaudung is a self-described introvert who moved from an apartment in Cincinnati to The Trinity Community at Miami Township earlier this year. She describes her social experiences as a new resident as “very, very good.” She particularly enjoys playing group games such as Pinochle, Euchre, Keno, Dominos and Bingo.

“It’s wonderful to see our residents embrace new experiences,” Kotterman said. “We’re serving the generation that Burger King taught could ‘have it your way.’ That’s exactly what UCH provides with its à la carte approach to serving residents in every aspect of senior living and care.

“UCH staff are dedicated to our residents,” she continued. “We love and care for them like family members, doing whatever it takes to keep residents safe and connected.”

“Everyone is so nice and outgoing,” Flaudung said.

“I don’t miss cooking for myself and really enjoy having others to eat and socialize with. I’m having a good time!”
A lifetime of creativity and a little encouragement from family and friends sparked the teacher within Allan Norris and the idea for a painting class that has inspired many residents at The Glenwood Community.

“Painting with Allan” began in 2017 after staff members at the community encouraged Allan to give it a try. Today, Allan estimates more than 40 students have regularly attended his classes.

“To bring art out in people who never really thought they could” was the driving spark in his desire to teach his peers. He noted a few of his students who never held a paint brush are now painting independently in their apartments and doing very well.

The possibilities are endless for his classes. Allan envisions classes on pottery, experimenting with different kinds of paints or sculpture. He attributes the success of his classes—which regularly draws 15 or more people, to the support of The Glenwood Community. He’s grateful for the space, time and supplies he is given.

Allan is currently teaching three classes each month and holding annual art shows at the independent and assisted living community in Marietta, Ohio.
Our Live It! Hospitality program centers around three core pillars: Living Life with Purpose, Creating Social Connections and Living Safe and Sound.

We aim to bring these values to life every day in our communities.
As in other aspects of life, each resident’s needs are unique as they face a life-limiting illness or injury. Ohio’s Hospice at United Church Homes, Inc. adds a layer of support as members of the dedicated hospice team join UCH caregivers, residents and their family members in developing personalized plans to provide physical and emotional comfort.

“It’s a privilege to be a part of someone’s final journey,” said Jessica Conger, a registered nurse who serves as executive director for the joint venture.

The joint venture does not pass responsibility for patient care from UCH to Ohio’s Hospice. Rather, hospice staff become part of UCH’s interdisciplinary team, bringing expertise and another perspective in addressing patients’ individual needs.

“We provide holistic support for residents and families,” she continued. “Many specialists work together to develop and implement plans that are unique to each resident. But it’s the resident and the family who establish goals and priorities for the care they receive.”
“It’s good to have a partner in service,” Conger said. “Our team brings an extra set of eyes and ears to the resident care team, and often a different perspective. Sometimes a caregiver who is new to the team can identify potential options that haven’t yet been tried, even though we work together to ensure we are providing the person-directed care that closely aligns with the resident’s wishes.”

The two organizations share values, missions, cultures and a commitment to providing superior care and services to residents and their families. Like UCH, Ohio’s Hospice care involves a team-oriented approach to expert medical care, emotional and spiritual support tailored to individual needs and pain management.

Through the joint venture, UCH community residents benefit from medical oversight provided by hospice and palliative care certified physicians and nurses, and 24-hour support from the extended-hours team. Ohio’s Hospice trained staff also offer disease-specific Focused Care™ programs with oncology specialists, cardiac specialists, and respiratory therapists caring for those with pulmonary disease.

“I once was part of a team caring for a woman who loved golf and wanted to play one last game,” Conger said.

“We were happy to make that happen for her. For some patients, staying out of a hospital is very important. For others, it’s about being able to leave their bed – simply to sit in a comfortable chair or join others for meals. And spiritual support is always there for those who seek it.”

The joint venture was initially implemented at the Trinity communities in the Dayton, Ohio area, and expanded last year to three additional communities: the Glenwood and Harmar Place communities in Marietta and The Chapel Hill Community. Central Ohio is the next market for expansion which will ultimately be statewide. More than 170 UCH residents/patients have been served since the initiative launched last year.

“Both organizations see the joint venture as a benefit to UCH residents,” Conger said. “Our work is important – we’re making individuals more comfortable, allowing them to stay in their homes and spend more time with loved ones. We’re also celebrating their lives and helping them achieve peace.”

Ohio’s Hospice views its relationship with United Church Homes as one based on shared goals. According to Conger, UCH and Ohio’s Hospice are also in alignment with respect to employee care. Both organizations recognize that caregiver burnout is real and that supporting staff is an important priority.

As UCH’s service to a resident comes to an end, Ohio’s Hospice continues to support families’ emotional needs, providing grief counseling to those who seek it.

UCH and Ohio’s Hospice share a commitment to helping those they serve to live abundantly throughout their later years and find comfort and peace in their final journeys.

In August, the UCH inaugural Butterfly Release event celebrated the lives of former residents of The Trinity Community at Beavercreek and The Trinity Community at Fairborn including those served by Ohio’s Hospice at United Church Homes.
FUND FOR GROWTH
Enables UCH to Expand Its Mission

In a 2020 study by the National Investment Center for Seniors Housing and Care (NIC) on *The Forgotten Middle*, 54 percent of seniors cannot afford today’s senior housing and by 2029, 14 million seniors will fall into this category. The NIC expects this number to increase and noted the challenge is to create a housing and care model for the future that is affordable.

United Church Homes (UCH), which has long offered both senior living and affordable housing options, recognized a gap in services and responded by expanding into this market with the missing service offering – a product for middle-income older adults.

This response led to the acquisitions of The Brunswick Community, The Niles Community and The Polaris Community. Senior Vice President and Chief Growth Officer, Terry Spitznagel said by acquiring middle market properties, UCH is able to grow its total housing units quickly and transition them into the UCH family, with consistent services, in just a few months.

“Middle income options for older adults are critical to our mission. We believe we can quickly make an impact for more older adults by acquiring existing rental properties that offer amenities popular with this segment,” said Spitznagel.

Nate Bollinger, Director of Asset Development, said UCH identifies potential properties through existing relationships and performs a thorough market study to ensure there is a need in a local area for middle market housing. Based on the results, Bollinger said UCH makes a decision considering several factors. “It really boils down to is this a good fit for UCH geographically, financially and does it help expand our mission,” said Bollinger, who has more than 30 projects he is evaluating in the acquisition and development pipeline.

All of this growth requires capital, with recent acquisitions made possible by a new UCH Fund for Growth which originated from an unexpected, unrestricted, life-estate donation of $17.5 million. Gloria Hurwitz, Vice President for Advancement, said the fund was structured in a way to allow donors, who wanted to remain anonymous, to play a role in strategically directing their gift to projects that grow the organization and advance its mission into the next century of service.
It’s also a fitting way to demonstrate the impact their generosity has on the individuals we serve today and tomorrow,” said Hurwitz.

“The Fund for Growth has been instrumental in our ability to acquire middle market communities,” said Spitznagel. “These communities do not qualify for funding opportunities such as low-income housing tax credits or other HUD programs, making access to other capital essential as UCH competes for these deals.”

Spitznagel said the most recent acquisition, The Polaris Community would not have been possible without the Fund for Growth. The Fund is additionally focused on growing service coordination and personal care services (UCH Cares) for individuals who prefer to live in their own homes but need more services as they age, and Bollinger said he believes providing as-needed care to residents through these channels is vital for future growth.

“As responsible stewards of our resources, we will invest and leverage these funds, so they continue to grow even as we immediately put them to work for those we serve,” said Spitznagel.

Continued on page 6
By 2025, UCH is on a trajectory to double the number of residential units in senior living and expand senior services lines such as personal care (UCH Cares), service coordination and hospice.

“We are looking to grow, innovate and provide services in new and different ways,” said Spitznagel.

The pandemic has disrupted the industry and forced UCH leadership to move more quickly into strategic areas of innovation. “Serving more residents in long-term care communities will look different over the next decade,” said Spitznagel, “Growth not only means more units and services, but also learning new ways of providing care and support by leveraging technology and investing in new ideas.”

“Our eyes are open to opportunities that exist in senior services in a post-pandemic world,” said Spitznagel. She said UCH is looking to re-engineer long-term care communities to promote all private rooms and improved infection control strategies. UCH is also designing new independent living communities that embrace nature and natural lighting, to provide residents with joy and social connection.

Spitznagel said UCH’s growth will support the value propositions it believes will offer older adults the abundant aging experience they are seeking.

As an 83 year old widower, I can take care of myself and handle the upkeep of the apartment.”

George McCloy
Resident at The Niles Community

The Brunswick Community

During a pandemic, UCH was successful in adding 938 units to its portfolio. This growth consisted of three middle-market communities, in-house service coordination, UCH Cares personal care program and two additional hospice locations in Ohio. UCH Management added two partner communities in Tennessee and in Ohio, which added more than 300 units to the total.

“Our goal is to not only grow, but to ensure an exceptional customer experience,” said Spitznagel.

UCH Cares offers residents home-based support and personal care services, allowing them to live abundantly on their terms. Whether the need is temporary or long-term, personal care coordinators provide flexible, tailored plans that change as needs evolve. Services include errands and shopping, light housework, scheduling and appointment assistance, socialization, personal care assistance and more.
In July, the organization welcomed United Church Homes – The Polaris Community to its senior living middle market portfolio. The 55 and older community adds 136 apartments to the organization and is the first UCH senior living community in central Ohio. The finishing touches are being made while move-ins are already taking place.

This new structure primarily applies to central office departments: the senior leaders and regional teams that support UCH communities, services, and personnel.

Five new Centers of Leadership are the foundation of the reorganization. They are focused on helping UCH meet the pace of change in the senior living industry, position itself as a major growth player and leverage our talent, technology and financial resources to grow census and serve more residents. Each Center of Leadership is led by a member of the executive management team whose new titles reflect their areas of strategic focus.

**UCH Navigate.** Rev. Kenneth Daniel, President and CEO, leads implementation of UCH mission, vision and core values, corporate communications, stakeholder relations, and development of a future-focused, organizational strategy.

**UCH Inspire.** Terry Spitznagel, Senior Executive Vice President and Chief Growth Officer, oversees strategy and operations for senior living services, affordable housing, housing capital preservation, UCH Management, marketing, communications and customer experience teams.

**UCH Venture.** Ken Young, Senior Executive Vice President and Chief Development and Legal Officer, leads development initiatives for mergers, acquisitions, partnerships, affiliations, and new construction. He also manages legal and corporate compliance support services.

**UCH Optimize.** John Renner, Senior Executive Vice President and Chief Finance and Administrative Officer, deploys shared services such as talent and technology across the organization; manages operations and budgets for all affiliated financial operations and stewards tangible assets—capital, property, and equipment.

**UCH Transform**—An executive search is underway to identify a candidate for a newly-created position, Senior Executive Vice President and Chief Transformation and Innovation Officer. This role will lead new digital product and service line development; manage major change processes, and drive thought leadership for external positioning.

“UCH has a large appetite for growth, and this structure maximizes our mission impact,” said Rev. Dr. Kenneth Daniel, President and CEO. “We have exceptional community employees devoted to quality care and a great resident experience. These changes will help us be nimbler and respond quickly as we identify new opportunities.”
In August, members and staff of the Life Plan community gathered with residents of Pleasant Hill, Tennessee, to celebrate this active spirit of engagement, now 100 years strong.

Uplands Village is a United Church Homes managed community and shares many of the UCH values that make it a unique place to call home—everyone is welcome and the sum of their individual talents and gifts make the community more vibrant. Residents are drawn to Uplands by the pioneering spirit set in place a century ago by its founder, Dr. May Cravath Wharton, who spent most of her life caring for people in Cumberland County. Dr. May believed it takes a village to care for its members, and raised the standard of healthcare in this rural region. Part of her legacy was Uplands Village, a community where people could live and be nurtured in body and spirit while helping their neighbors.

Today, Uplands Village residents continue this tradition of compassion and mindful living, often moving to its independent living neighborhoods and joining one of its dozens of interest groups with an environmental, advocacy or charitable focus. Later, if needs change, Uplands Village offers assisted living, memory care and skilled nursing services, where their early commitment to care for individuals is lived out through The Eden Alternative. A nonprofit organization dedicated to making life better for older adults through identity, growth and autonomy, The Eden Alternative explores the benefits of alternative medicine by providing residents with meaningful opportunities to care for other living things such as plants and animals and focuses treatment on resident-directed care.

The anniversary celebration played tribute to these unique characteristics that make Uplands Village known in United Church of Christ circles across the U.S. as a one-of-a-kind retirement community.

“As a sister UCC community, Uplands shares a common heritage of mission to older adults,” said Rev. Kenneth Daniel, CEO of United Church Homes.
United Church Homes has managed Uplands Village since 2017 and sought to preserve its many resident-focused benefits while introducing new resources to support its future.

“Uplands Village is a thriving community that blossomed out of the natural environment of the Cumberland Plateau,” said Herschel Murner, Executive Director. “The partnership with United Church Homes strengthened the foundation that makes Uplands unique.”

He added UCH has provided comprehensive resources to enable Uplands Village to remain a standalone community in the future.

One of the key goals of UCH Management, said David Zack, Executive Director of Operations, is to support managed communities in meeting their own goals.

“It’s all about building strong relationships with Uplands’ governing board and leadership team and understanding goals and communication styles,” he continued.

Zack also firmly believes that UCH learns from its partners too.

The Eden Alternative model at Uplands provides an example other UCH communities have begun to emulate. And UCH’s other communities incorporate purposeful engagement with a variety of social, creative, intellectual, and spiritual opportunities.

Just as UCH fosters a unique approach to resident service, it acknowledges each partner community is unique.

“We maintain an open dialogue with all leaders, identify strengths and opportunities, and encourage strategic thinking that meets the community’s goals. We support organizations like Uplands Village to realize their strategic aspirations as well as quality care and services,” said Zack.

This consultative and supportive approach serves partner communities well and ultimately flows down to improve the quality of life all residents experience in their own community, supporting and positioning senior living communities like Uplands Village for another 100 years.
The Board is comprised of 14 members with varied backgrounds, interests and expertise who set policy, oversee operations and plan for the continuation of distinguished service to seniors that began more than 100 years ago.

“Serving all – including the least among us – is fundamental to UCH’s mission and consistent with the United Church of Christ’s teachings,” Ulrich said. “Our work is difficult but debating and discussing challenges with smart people who offer different perspectives is also fulfilling.”

The three newest members of the Board continue a tradition of diversity and commitment to UCH’s mission and vision.

PAM BENJAMIN joined the Board earlier this year and brings to her new position a lifetime of experiences in the non-acute health care market specializing in supply chain solutions. She spent more than a decade in an advisory role for both MedAssets Spend Management Board and Vizient Supply Chain Strategy Council, with particular focus on all non-acute classes of trade, including long-term care.

A co-founder of MedCost, Inc., she has served as its chief executive officer since 1997 and is responsible for overall strategic and fiduciary operations. She has previous experience as a board member for the Vizient Supply Chain Strategy Council and Strategic MedAssets Spend Management and is a past president of Business and Professional Women.
“I have a heart for social justice, health care, our aging population and the United Church of Christ,” Benjamin said.

“I’m particularly intrigued to help plan for the development of affordable, accessible service lines that will serve people living in their own homes and in our UCH communities.”

Benjamin enjoys time spent with her children and grandchildren, travel, hiking with her dog Arlo, biking, poetry, literature and art. She is a member of the United Church of Christ and a passionate advocate for victims of domestic violence.

REV. DR. J. BENNETT GUESS attended his first meeting as a member of the Board in June. He has been a United Church of Christ minister for 31 years, serving for a decade in parish ministry, followed by many years of leadership at UCC’s national offices in Cleveland. He is a former national officer and executive minister of the UCC’s Local Church Ministries, a national church agency that serves the needs of local churches and leaders. He is a graduate of UCC’s Council for Health and Human Service Ministries Nollau Servant Leadership Institute.

Since 2017, Guess has served as executive director for the ACLU of Ohio, a leading advocacy organization for civil liberties, civil rights and social justice. He leads the organization’s 25-member statewide staff team. He previously served on a number of not-for-profit boards including the National LGBTQ Task Force, Witness for Peace, Jobs With Justice and National Farm Worker Ministry.

“I have always been impressed with UCH’s commitment to mission integrity and quality services,” Guess said.

“I am inspired by UCH’s lived example and impressed with UCH’s commitment to involve its staff and clients in justice advocacy.”

In his personal life, Guess enjoys gardening, playing the piano, spending time with his husband Jim, and their cat Rudy.

DR. LAPEARL LOGAN WINFREY assumed her UCH Board position in 2019. She serves as emerita dean and professor for Wright State University’s School of Professional Psychology and has practiced independently for several decades. Her experience at Wright State also includes serving as president of the UPSA Faculty Practice Group and as an associate dean for clinical training.

Winfrey was recently honored by the American Psychological Association’s Minority Fellowship Program, has received their Lifetime Achievement Award in Teaching and Training, and is a life member and past president of the Chicago Chapter of the Association of Black Psychologists.

“I am a member of the Harmony Creek United Church of Christ in Kettering and have been a part of the denomination for nearly 40 years,” Winfrey said.

“As an African American woman, I bring to the board a perspective of lived experience in the intersection of gender, race and age.”

“As a clinical psychologist, advocating for equity and justice has been an integral part of my work. I am particularly interested in two of UCH’s strategic priorities: engagement – connecting with church and community leaders, industry and academic experts to gain diverse perspectives of strategic importance; and attracting, diversifying and developing top talent.”

In her leisure time, Winfrey enjoys the theater, a wide range of music and hiking easy outdoor trails.
Core Values at the

Compassion, Hospitality, Respect, Integrity, Stewardship and Transparency.

These six cultural core values of United Church Homes not only shape how we find talent, but how talent finds us.

The spark ignited within Beth Craig is a story that keeps repeating itself. Interns and employees alike share the same experience. The meaning and purpose within the core values inspires them to grow in their roles. While many arrive at UCH in different ways, each experience shares a common theme.

For Craig, Corporate Director of Recruitment and Retention, these core values inspire her and frame how she continues to find talent.

“When Rev. Daniel took the role of President and CEO in 2011 and re-framed our mission, vision and values, they took on new life for me. The revision inspired me to re-invest myself in my role.”

Brianna Moore  Josh Kerr  Olivia Long
Olivia Long, former intern, currently serving as Grant Development Coordinator said,

“I love UCH’s core values. The company is centered around helping others and making the world a better place while accepting everyone for who they are.”

Long came in contact with leaders from UCH through the company’s relationship with Heidelberg University.

Long interned over a period of three years and was recently hired to her new role. “The professional development I experienced at UCH has been the most valuable. Each task I’ve completed has helped me become more confident and prepared to take on a professional role.”

Josh Kerr and Brianna Moore are both employees who began as Administrators in Training from Kent State University. They attribute their knowledge of UCH to Debra Durbin, Administrator of The Chapel Hill Community and her involvement in teaching and training students to be administrators. “My AIT experience so exceeded my expectations that I didn’t hesitate to accept a full-time position when it was offered with UCH,” said Moore, who now serves as Service Coordinator at The Brunswick Community and The Niles Community.

Kerr, Assistant Administrator at The Chapel Hill Community, said he spent the first four months of his practicum at a for-profit nursing community. When he transferred to Chapel Hill, he saw an immediate difference in the focus of priorities and quickly learned the impact UCH has on the long-term care continuum at a national level.

“I was blown away by UCH’s mission, vision, and values. It’s not something that we just talk about, it is real,” said Kerr. “I love that I have the ability every day to make a positive impact on the residents and do so in a faith-inspired environment.”

Craig said many who express interest in a role are already familiar with UCH and seeking employment because of the company’s unwavering commitment to its values. Many connections with students stem from relationships between universities and senior leaders, including President and Chief Executive Officer, Rev. Dr. Kenneth.

“We believe we have a lot to offer young adults learning about our industry. We hope many of them will be inspired to pursue a future with us or others providing care and services to older adults,” said Rev. Daniel.

UCH’s commitment to its values and the next generation is proving successful. In 2021, UCH has nine interns serving in leadership, IT, advancement, finance and housing across 79 communities nationwide.
Echoing Generosity

Harold Behnken was a resident of The Parkvue Community in Sandusky, Ohio.

Harold was a quiet and unassuming gentleman who was empathetic, a servant leader and good listener. When he spoke, it was for a purpose and had meaning. He had a good heart which was proven by his actions. He was kind, supportive, sincere and respectful of other residents and staff. Harold was described as a “Gentleman’s Gentleman” by Ken Keller, former Administrator of The Parkvue Community.

Harold was a career engineer which contributed to him being a keen observer and attentive to detail. During Harold’s life, he observed the generous philanthropy of Ruth Frost Parker, former resident and UCH Board member. Many of Ruth’s most significant donations to the community occurred during Harold’s tenure. In 2013, Ruth made a six-figure gift to Parkvue to build a new therapy gym and create the new activities space that included an ice cream parlor. In 2014, she made a multi-million dollar gift to bring her dream of an aquatic center on the campus to life.

Ruth passed away in 2015 and although she didn’t get to see her dream come to fruition, she was recognized at the groundbreaking ceremony by Rev. Dr. Kenneth Daniel, President and Chief Executive Officer of United Church Homes. Harold attended this ceremony and heard as Rev. Daniel urged guests to “carry on Ruth’s passion for making an impact in this community; we need to find others who will carry her torch.”

This message resonated with Harold because in May of 2015, after several years of making annual gifts to Parkvue, Harold made his first major gift.

During this same time, Harold was invited to participate as a resident of Parkvue in the annual Board of Director’s retreat where a workshop was being facilitated to revamp United Church Homes’ mission, vision, and values statements. At this workshop he worked closely with UCH Board members and leadership staff to craft a new narrative for UCH’s next century of service to older adults. He expressed his pride and appreciation for being included in this transformational exercise that would result in an updated statement that will serve the organization for many years.

Soon after, Harold exercised his philanthropy again and shared with leadership that he had included Parkvue in his will. As a Pillar Society member, in 2017, Harold was honored with United Church Homes’ Ben M. Herbster Award, the award that recognizes individuals who best exemplify the philosophy, leadership, philanthropic spirit and achievements of the late Rev. Dr. Ben M. Herbster (the first president of United Church of Christ). Concurrently, Harold shared this same honor with Ruth Frost Parker who received it in 1992.

Harold passed away in 2020 and The Parkvue Community was the beneficiary of half of Harold’s estate which amounted to more than $5 million dollars. Leadership was overwhelmed knowing Harold was in fact carrying Ruth’s torch. This kind, supportive, sincere, respected, unassuming man, was very intentional with the planning of this gift, designated for endowment, that will serve the residents of Parkvue for generations to come.

Harold’s gift echoes Ruth’s sentiments that “There is Still So Much Work To Be Done.”

ENDOWMENTS CREATE A LASTING IMPACT

An ENDOWMENT FUND provides ongoing support to an organization in perpetuity. The principal of an endowment fund stays intact, while the annual earnings of the fund are used to support the organization.

Individuals contribute to an endowment fund because they believe in the mission and want to make sure it continues indefinitely.

For more information, contact: Gloria T. Hurwitz, CFRE
Vice President of Advancement, ghurwitz@uchinc.org
740.751.8702
Giving Abundantly

Paul Grassmann enjoys the opportunity to work with individuals in his role as a values-based estate planning consultant who uses what he learns about his client’s personal values to create a set of personalized planning recommendations that aligns their values with their valuables.

At United Church Homes, Paul has worked with former Board member, Rev. Dr. Dave Schwab. When asked about why he gives so generously each year, Dave shared not about his giving, but the giving of his late wife, Bonnie. Dave shared when Bonnie would ask him what they should give to various organizations, she would double his response. Today, Dave continues this legacy of giving abundantly and is thankful his financial advisor instructed him that at age 70½ he could begin utilizing the charitable IRA rollover and benefit from the tax advantages.

By giving through his IRA, Dave satisfies his required minimum distribution (RMD) each year by making these gifts directly from his IRA to his favorite charities, including United Church Homes. By doing so, he also avoids paying federal income taxes on these funds. Additionally, as he gives beyond his RMD, he reduces the assets in his estate that will carry forward an income tax consequence for his two children.

Dave describes the process as simply being “a convenient way to give.” Each year, his financial advisor notifies him of his RMD amount and Dave tells his advisor how he would like it distributed. Simply put, Dave says

“It is fun to give; fun to contribute and be a part of the organizations I support.”

Gloria Hurwitz

Gifts to organizations using assets burdened with income tax consequences, like an RMD from a traditional IRA, can be the resources to establish an Endowment Fund restricted for a specific purpose to your favorite charity, similar to what Harold Behnken created for the benefit of The Parkvue Community. To learn more about structuring your charitable gift to extend your personal values on behalf of United Church Homes, or your favorite charity, contact Gloria Hurwitz, Vice President of Advancement at ghrwitz@uchinc.org or 740.751.8702. United Church Homes offers its friends a complimentary and confidential, values-based estate planning service provided by Thompson & Associates.

Campaign for Abundant Life

Goal: $45,000,000
2017 - 2022
September 20, 2021
Current results: $42,825,956

Pastoral Care
$365,051

Ruth Frost Parker Center for Abundant Aging
$451,937

Affordable Housing Communities
$488,775

Endowment/Deferred Gifts
$9,448,333

Residential Campuses and Healthcare Communities
$9,906,059

Unrestricted Support, Charitable Care and Quality of Life
$22,165,801
UCH Communities Welcome New Chaplains

Chaplain retirements and relocations have resulted in United Church Homes welcoming new chaplains at three communities.

UCH’s Dean of Chaplains Rev. Becky King, who most recently served as chaplain at The Fairhaven Community in Upper Sandusky, Ohio, relocated to the Dayton area in September and now serves as Director of Spiritual Care at The Trinity Community at Beavercreek. She additionally offers support to the other three UCH communities in the Dayton area. In reflecting of her former role, King stated, “I am grateful for my first call to serve the residents, families and staff of The Fairhaven Community. It was a wonderful eight years and will always hold a special place in my heart.” King described being eager and excited to start her new role.

UCH welcomed Rev. Kristen Orion as chaplain at The Pilgrim Manor Community in Grand Rapids, Michigan. Ordained on Pentecost in 1999, she most recently served as a hospice chaplain until relocating to Michigan in January to live closer to loved ones. Her spiritual path has brought her from urban places to rural spaces, from schools to prisons to churches, always with one truth to be learned and shared: God is real, and God’s mercy, grace and love is ours no-matter-what our birthright. When she saw the job posting for chaplain at Pilgrim Manor, she knew – right away – it was the place she was meant to be. She and her husband Asa live on five acres of forest with seven dogs and three sassy cats. “I give thanks for my call to Pilgrim Manor every day,” she said. “I cannot put into words the deep goodness, the profound privilege, and the pure joy of walking with God’s beloved children during this season of life.”

In October, UCH welcomed a new chaplain at The Parkvue Community in Sandusky, Ohio: Rev. Andrea Mericle. She earned a Master of Science in Counseling in 1993 and Masters of Divinity in 2006, the same year she was ordained as a minister in the United Church of Christ. She has experience as a church pastor, as well as a hospital chaplain, and is drawn to exploring ways people create community and meaning in their lives and connect with God. She enjoys reading, knitting, quilting, baking, walking, swimming, spoiling her feline fur-baby Hope, and hanging out with family and friends “I am excited to be part of the Parkvue team and get to know – and work with – the residents, families and staff,” she said.

UCH’s accredited graduate program which trains individuals interested in chaplaincy, the ACPE program at The Trinity Community at Beavercreek, welcomes an interim certified instructor: Rev. Mary Catherine Cole. ACPE provides group, individual and clinical learning in a graduate level program of pastoral education. CPE students serve as chaplain interns in rehabilitation, memory care, skilled nursing, assisted living and independent living. Cole is a certified educator with ACPE and has served in a variety of ministry settings over her career. She earned her Master of Divinity in 2005 and became a ACPE Certified Educator by Association for Clinical Pastoral Education, Inc. in 2013. Cole has been a chaplain and chaplain educator in a women’s prison, a leader in several hospital systems, and directed a CPE program in a nonprofit that served the homeless and those living with mental illness. She enjoys walks in the woods with her family and black lab Raven, running for exercise and sanity, and finding time for solitude and quiet. “I’m happy to work with Trinity and UCH, as the opportunities for creativity and collaboration are evident,” she said. “Trinity provides the flexibility and student opportunities that are unique, and this opportunity enables me to live in North Carolina and run the CPE unit virtually.”

AnnD’s Fund Provides Safety Net for Animal Lovers

For some, an abundant life simply isn’t possible without a four-footed furry friend, a pocket pet, a winged companion or even a fish. That’s true for David Faust, a resident at Brownstone Terrace in Marion, Ohio, who has a deep love for animals. His goddaughter, Ann, shared Faust’s connection with animals. While undergoing treatment for cancer, she longed for the comfort only a companion animal can provide during difficult times and became a loving “dog mom” for a sweet little Dachshund puppy.

When Ann passed away, Faust was quick to step up to provide a loving home for her beloved Dachshund, a breed he favors. Soon, the little canine joined the rest of Faust’s family of dogs
and fish, and each week the well-behaved support dog was attending church services with him.

Two things served as the foundation for Faust’s idea to establish AnnD’s Fund: a Lenten season homework assignment to ask God for ideas to lift up the message of our Father’s love in the community, and a (2018) Spirit magazine story about a man residing in one of UCH’s affordable housing communities with limited financial resources following the death of his partner.

“Companion animals bring such joy to our lives and serve as such a great source of comfort,” Faust said. “Just like people, they have medical needs that can be costly to address. Not every pet owner has the financial resources to pay for veterinary care when it’s needed. I know what it’s like to live on a fixed income and the pain an animal lover would feel if unable to provide proper care to their beloved pet.”

Faust created a fund that any UCH resident could benefit from to cover the costs associated with a pet’s care. AnnD’s Fund – named using a combination of Faust’s goddaughter’s first name and the first letter of his – was born.

“The idea was to provide peace of mind for UCH’s pet-loving residents who might need a bit of support during a difficult time,” Faust said. “It also represents an opportunity for residents or others to honor a beloved pet’s memory through a donation in their name – much like family members suggesting charitable donations be made in lieu of flowers when a loved one dies.”

UCH’s President and Chief Executive Officer Rev. Dr. Ken Daniel shared Faust’s vision and plan for AnnD’s Fund with his fellow members of the First Church of Christ in Marion. They have embraced the idea of supporting UCH residents in need whose pets play essential roles in their ability to lead abundant lives.

If interested in supporting this program, donations can be made online at unitedchurchhomes.org with a designation for AnnD’s fund or contact advancement@uchinc.org for more details.

“St. Michael’s Residents Gaining a Community Garden Because of Generous Donations”

Thanks to the collaboration of three key central Ohio organizations, St. Michael’s Community residents in Delaware, OH, can look forward to a lovely community garden! Planning is underway for the project made possible by Age-Friendly Delaware County led by SourcePoint, United Church Home’s St. Michael’s Community in Delaware, Ohio, and Connections Volunteer Center. Thanks to the generosity of AARP, Delaware County Master Gardener Association and an anonymous foundation, the residents soon will have their very own garden.

An international effort led by the World Health Organization and facilitated in the U.S. by AARP Livable Communities brought awareness of the need for a community garden at St. Michael’s that began through collaborative conversations during a planning committee meeting of Age-Friendly Delaware County.

A Master Gardener and landscape designer provided a cost estimate of about $18,000 and included a design plan for the project pro bono through her business. To be located off an existing path behind the apartment community, the garden will feature six ADA compliant raised beds that will sit on a crushed gravel path for residents and guests. Garden benches will provide space to relax and unwind. Additional features include a fence, rain barrels and donor recognition signage.

Connections Volunteer Center will assist with planting, upkeep and programs such as classes teaching older adults how to cook healthy on a budget. Connections matches volunteers with opportunities at

Continued on page 28
Continued from page 27

local nonprofit organizations with a special focus on adults 55 and older.

The project will serve as a base for intergenerational programming, and community collaborations, volunteerism and outdoor activities.

Special thanks to SourcePoint’s Jackie Haight who coordinates Age-Friendly Delaware County and is involved through the Delaware County Ohio State University Extension’s Master Gardener Volunteer Program. She is a certified Master Gardener who will present educational programs and activities.

“We’re excited about the community garden and what it will mean to residents of St. Michael’s Community,” said Alissa Clouse, who serves as UCH’s Director of Advancement Operations and Major Gifts. “And we are very grateful to all of our generous partners who are making the community garden a reality for our residents.”

**New Faces and Promotions**

United Church Homes’ commitment to growth and quality outcomes stems directly from the continual investment in talent. Several leaders have advanced in their roles across the organization and new faces were added in other roles.

Dan Fagan, formerly Director of Population Health, has assumed the role of Executive Director of Housing and Services, overseeing operations of 60 affordable housing communities and related services: service coordination and UCH Cares.

Chadwick Johnson, who joined UCH in March as Director of Housing Operations, will assume the new role of Director of Compliance. With a vast knowledge of low-income housing tax credit programs, Johnson will help UCH manage compliance of existing programs to grow our overall portfolio.

Shivam Amin, Director of Budgeting and Financial Analytics, started his career with UCH in July. His role allows him to use analytics to assist with financial decision making. Amin said he is excited to get to know individuals in the communities and help support the success of the organization.

Michelle Tillman was promoted to Corporate Director of Human Resources. Her team is responsible for HR systems and processes such as payroll, time keeping, compensation and benefits. Tillman, who started her career with UCH in 1999, has served 22 years in Human Resources.

UCH would like to welcome and congratulate these individuals. Seeking new, experienced talent who share our values and bring diverse perspectives is essential to helping UCH succeed in its mission to serve older adults.
Enliven is a program of courses designed to nourish abundant spirits for aging individuals. Taught by clergy and spiritual directors with personal and professional experience working with adults in the second half of life.


Share with others who are grieving personal losses as you navigate the waves of grief.

Move with Qi Gong or try chair yoga.

Explore how to notice the God moments in your life.

Engage in thoughtful conversation as you connect with others through short films, biblical study, short stories, poetry or classic writings from foundational Christian writers.

Nourish your spirit with meaningful conversations.

Connect with others seeking to learn more about the work of the Spirit.

Follow the Ruth Frost Parker Center for Abundant Aging Facebook page for upcoming course offerings.

You can find more details at: unitedchurchhomes.org/enliven.

Enrollment for the first trimester of classes in 2022 will open December 1.

INQUIRE TODAY! The Spring 2022 cohort is forming now!
Orientation will begin in early January.

MOVING ON from your primary career?

CONTEMPLATING WHAT YOUR NEXT LIFE CHAPTER WILL LOOK LIKE?

Join a cohort of individuals in similar life stages for a 14-week non-academic process of self-discovery as you discern your NEXT Steps. Define your own retirement and envision what purpose and meaning looks like for you.

Faculty Facilitators include Rev. Steve Lawler, Rev. Beth Long-Higgins and Jill Schantz.
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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