Six months ago, on July 1, we kicked off the implementation of our five-year strategic plan.

The plan advances us toward making our vision — to advance better living for all seniors, enabling them to remain home for life — a reality.

All the work in this strategic plan — quality, staff satisfaction, customer satisfaction, efforts to create efficiency and everything else — is being measured. This is the key. Good, solid measurements keep us disciplined and progressing. In a strategic plan, each tactic has a timeline, is tracked and is assigned to a specific person responsible for the progress. To help us see our progress at a glance, we have developed infographics that you’ll see here.

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Our five-year plan has four strategic initiatives, and we’ve already experienced their impact during the first six months of the plan. Here are some examples:

**Mission Quality**
Adopt continuous improvement and culture-building practices to improve quality, reliability, satisfaction and safety. This is the Mission Forward initiative.

We’re implementing Year Two of the Living Wage. We are increasing the 2017 National Church Residences minimum wage to $10.80 per hour effective January 1, 2017, and providing a Living Wage adjustment increase for staff earning less than $14.54 per hour for 2017. This impacts 44 percent of our staff.

**Mission Process and Integration**
Re-imagine and integrate processes and systems to improve efficiency, increase access to and awareness of mission services.

Susan DiMickele has joined our team as Senior Vice President, General Counsel. This will give us a more focused approach to risk management and legal issues, as well as a path to achieve our goal of reducing legal expenses by 15%.

**Mission Growth and Impact**
Concentrate investment and innovation in core markets to grow mission impact.

Inniswood Village, our first middle-market senior living community, now has 28 reservations. Construction is going well with the first phase, Terrace Apartments, scheduled to open in the spring.

**Mission Focus and Risk**
Reposition, reduce or reinvest in communities and/or services to improve mission focus and reduce mission risk.

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As we move toward sustainable portfolio management, we decided to expand Assisted Living at Legacy Village by repurposing the community’s 15-unit skilled nursing center. Assisted Living has a waiting list, so we moved in the direction that was most sustainable and would serve the needs of our residents best.

I expect the momentum for the strategic initiatives to grow in 2017, and I hope all of you will partner with me as we find ways to keep expanding our Mission Impact.

MARK R. RICKETTS, President & CEO

Measurement: The Key to Success in Our Strategic Plan

DANIELLE WILLIS, Senior Vice President of Human Resources

Living Our Values

As part of our strategic plan, our service lines have been charged with doubling the number of lives touched.

While this directive speaks to the lives of those we serve, let’s reflect upon this personally. How many lives have we touched individually and what was the impact? How many lives have you touched just as yourself, as Sarah, James, Erica and John? How many lives have I touched just as Danielle, not as a title or position, but just as me? And just as important, if not more, what was the impact of our ‘touch’ on the lives around us? What was the impact on our family, friends, coworkers and even complete strangers?

Doubling the number of lives I’ve touched would be a great outcome if my touch is filled with kindness and compassion. If 2016 ended with 250 people feeling valued and appreciated because of their interaction with me then my goal in 2017 would be to reach at least 500 people, leaving a lasting impression of genuine care, concern and appreciation. However, if my lasting impact is one of disrespect, lack of concern or unkind words, then touching more lives would create more harm than good, and we are asked to be a force for good. This is a part of my “day job” but goes well beyond to all aspects of my life, and yours.

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Living Our Values

Just as our President and CEO Mark Ricketts has challenged operations to double the lives we touch as part of our mission, I similarly challenge each of us to double the lives we touch personally with compassion. Double the number of people you share a smile with or a kind word. Start with that new coworker who joined because of our mission but may only stay if they feel a sense of family in your community and on your team. If so moved, I would also appreciate hearing about how a team member touched your life.

As you look back over the course of your day, take a moment and answer this simple question: Were you the reason someone smiled today? Make that your personal mission and double the lives you have touched with kindness, respect and compassion each day, every day.

Farewell to Dave!

On December 15 National Church Residences hosted a sendoff for Chief Administrative Officer Dave Kayuha who is retiring at the end of this year after nearly 30 years with the organization. A large group gathered at Old Bag of Nails in Upper Arlington to see Dave surprised with a certificate for one free trip to either Iceland or Hawaii!
Nichols Transitions From Executive Director to Resident at Bristol Village

Hearing friends, family, residents, employees and National Church Residences’ senior leaders take turns singing her praises was a little difficult for Pat Nichols.

“We’re all taught not to brag about ourselves,” Pat said. “But it does make you feel loved.”

After nearly two decades at National Church Residences — the last eight spent as the Executive Director at Bristol Village in Waverly, Ohio — Pat will retire on January 3, 2017 and officially become a full-time resident at Bristol Village.

“I have a lot of mixed feelings,” Pat said following a retirement party in her honor at the community’s Glenn Center on December 8. “I’m going to miss working for National Church Residences. It has given me a lot of great opportunities.”

President and CEO Mark Ricketts praised Pat for her enthusiasm for the mission and the way she inspires people to treat each other with kindness.

“If I could pick a poster child for how you treat people, it would be Pat,” Mark said. “It’s a joy to be able to work with people like Pat.”

Jacci Nickell, National Church Residences Senior Vice President and COO of Senior Living, added, “When I think about Pat, I think about three words … significance, service and sacrifice.

“You inspire leaders who are servant leaders. I find a group of people under Pat’s leadership that want to serve.”

A large crowd of Bristol Village residents came to share their memories. Pat’s family, including husband Bill and sons Tommy and Tony shared their thoughts as well.
“She’s selfless. She’s always there for other people,” Tony said. “This is what she really loves to do. She loves to serve people.”

Tommy said that although his mother stayed busy with work, she was always there to watch her sons when they played sports.

“There was never a time where she missed anything,” he said. “She was always in the stands rooting for us.”

Pat began her career at a nursing home facility in Piketon, Ohio, before moving to another in Circleville. She joined National Church Residences around the time the organization opened its Chillicothe campus.

“I guess you could say she’s a very special person,” Bill said of his wife of 47 years. “Wherever she’s worked, the people have just thought the world of her.”

Pat said that the motivation she used during her career came from something her parents taught her as a child.

“One of the things my parents taught me was that you need to make a difference in the world,” she said. “I couldn’t have been as successful as I was without the great staff I’ve had at Chillicothe and here (at Bristol Village). I’ve always surrounded myself with a great team around me.”

New Bristol Village Executive Director Amy Clemmons got about six weeks on the job to learn everything that she could from her predecessor Pat Nichols, who is set to retire on Jan. 3.

“Pat has been trying to teach me all that she knows,” Amy said. “I’ve tried to take good notes and remember it all.”

Coming from a background as a skilled nursing facility administrator, Amy had a good core of experience, but she admits that Bristol
Clemmons Ready to Take the Reins at Bristol Village

Village is a little bit different than any other senior community.

“There’s a lot to learn with the individual homes aspect to it,” she said. “Pat and Doug (Himes) told me it’s like being the mayor of a small town.”

A huge advantage for Amy is that Bristol Village and Waverly, Ohio, are part of the community she has always called home.

“I get to work in the community where I live in Piketon (just a few miles to the south). I already know a lot of the community members,” she said. “I’m really excited. I’m going to like it.”

Amy said that the residents of Bristol Village have been incredibly welcoming to her as the new Executive Director and that they occasionally offer up free advice.

“A good pointer they have told me is to be visible and just be around,” she said. “But to me, that’s the whole point. I want to be there for them.”

She laughed — but also made a mental note for the future — at Pat’s retirement celebration when one attendee told a story about a long-ago issue that Bristol Village residents took to management that ended with the punchline, “just give us what we want.”

“I just think as long as you are available, honest, are a good listener and eager and willing to learn,” Amy said. “As long as I keep all of that in mind, I’ll do fine.”

Joyce Stowers to Retire — Twice — in 2017

Joyce Stowers has two dates — actually more like timeframes — marked on her calendar for 2017.

One marks her retirement after 10 years with National Church Residences. The other marks her actual retirement.
Joyce Stowers to Retire — Twice — in 2017

“I’m going to say at the end of January, but I’m going to be staying on to help train the new person,” Joyce said. “So there’s a soft date and a hard date. The hard date is around the end of April.”

After April, her only plans involve her grandchildren — ages 8, 9 and 12 — and a newly installed swimming pool.

“I’m really looking forward to being able to have the summer with them. They’re at great ages,” Joyce said. “We’re having a pool put in. I’m looking forward to a really awesome summer.”

For the last decade, Joyce has been a Regional Manager for National Church Residences responsible for the oversight for as many as 21 properties around Louisiana, Mississippi, Tennessee and at one time parts of Arkansas and Texas.

“I have traveled extensively,” she said. “There are a lot of fun things about traveling. I did enjoy seeing different properties and places, but I missed a lot being away from my family.”

“Joyce embodies the core values of National Church Residences,” said Todd Puhl, National Church Residences Regional Vice President who oversees Joyce’s portfolio. “She truly leads by example, always encouraging her team to give their best in everything they do. Joyce lives the National Church Residences mission in all she does.”

Joyce began working when she was just 16 years old. After eight years in the Air Force and 20 years with another property management company, she came to National Church Residences as a Regional Manager in October 2006.

“What attracted me was the Mission,” she said. “National Church Residences really wants to take care of its residents, really wants to take care of its properties, they really live the Mission statement. They really are the Core Values. You don’t always find that with other management companies.”

“Her compassion is never ending,” said Todd. “Joyce gives countless hours volunteering for after-hours resident functions and many times brings in her family to volunteer and give back to the communities.”

In her decade with National Church Residences, Joyce said she has seen a lot of change that has been overwhelmingly positive.

“It has definitely changed in that there are so many more demands on the site staff because the paperwork has increased,” she said. “But our initiative for ‘Excellence that Transforms Lives,’ everyone has taken that to heart. People really want to do more. It’s not just a job. It’s not a, ‘come in at 8 and leave at 5 and it’s out of your mind until the next day’ thing. They’ve really taken it to heart. It really means that they live it and breathe it and they walk it.
“Almost every company has a mission statement. You hear it the first day and then never again. That’s now how it is at National Church Residences. It’s who they are. They truly feel that in their heart and soul.”

She said the key to her success as an RPL starts with the people she has worked with.

“I think my biggest success is the team that’s in this portfolio,” she said. “I think I have some of the best managers, service coordinators and maintenance staff that the company has.”

Joyce added that in her 10 years, staff members in her portfolio have amassed a total of seven Core Value Award winners.

“That speaks to the caliber of the people that I’ve supervised,” she said.

While the best moments of her career have come as a part of the National Church Residences family, the low point of her career, thankfully, did not.

On December 22, 1993, while managing a student housing building near the campus of Louisiana State University, Joyce was shot in a burglary attempt.

“It was definitely a trying time,” she recalled. “It was just before Christmas and my mother had been in the hospital for three weeks after she had a stroke. I spent the night in the hospital with her. I had to go into the office early because it was the end of month, end of quarter and end of year.

“I walked in to the office and locked the door behind me. It was student property so I was used to people locking themselves out and coming to the office to have me let them in.”

When there was a knock at her office door, even though it was in the early morning before the office was typically open, Joyce did not hesitate to answer.

“It was a young person. I thought they had locked themselves out. I unlocked the door and was going to give him the keys. I turned around and he had a gun pointed at me,” she said. “I said, ‘I don’t have any money, but here’s my purse, I have credit cards.’ He said, ‘I don’t want credit cards,’ and he fired.”

The bullet hit Joyce in the hand first before lodging in her chest.

“When the bullet goes through, it’s very hot,” she said. “I came to on the floor. I saw my finger laying on the floor in front of me.”

Joyce said the shooting was a complete surprise adding that the building was not in a bad neighborhood. “Shaquille O’Neal used to swim at my pool,” she said.

“He had a gun pointed at me.”
When she arrived at the hospital, she was placed in a room just three doors away from her mother — who was not told about the shooting while she was recovering from her stroke.

“The bullet is still in my chest. It is millimeters away from my heart. The doctors thought it would cause more problems to take it out,” Joyce said. “They sewed my finger back on and I went back to the same place to work.”

But why such a quick return after such a traumatic event?

“I’ve gotta work,” Joyce said.

“Joyce is truly one of those people who you meet in life where you are a better person for knowing them,” Todd added. “It has been a pleasure and an honor to work with Joyce over the past years.”

Whether it’s driving a Greyhound bus or coordinating a fleet of busses to transport seniors, Judy Dallas knows that some things are universal.

“In transportation it’s all the same,” she said. “It’s people. They have to trust you. It’s different and it’s the same.”

Years back when Judy drove a Greyhound for a living, she made frequent short trips that kept her relatively close to her home and her daughter.

“You can only drive for 10 hours. I could get as far as 10 hours would take me,” she said.
“Columbus to St. Louis and then go to bed. Tennessee, Chicago, Pittsburgh. I really stayed Midwest. I had a child at home.”

Today, with her daughter grown up (and also a National Church Residences employee), Judy said that it would be a different story.

“I’d be going to California, Florida, anywhere!” she said. “Once you get to a place you can just hang out there and make your way back home. But then there’s the whole thing of living out of a suitcase, literally.”

To make a little bit of extra money back in those days, Judy worked nights as a stand-up comedienne.

“I used to do comedy in the 90s with people like Sinbad and Cedric the Entertainer. We were just doing local clubs,” she said. “I was just a single parent doing it for the extra money. They wanted me to go on the road with them, but I had to stay home and be responsible.”

Eventually Judy owned her own transportation business. But when it fell on hard times she came to work for National Church Residences.

Judy initially joined the organization to drive one of the busses that serve the clients of National Church Residences Center for Senior Health.

Today, as the Transportation Manager, she is driving the efforts of the whole transportation department as it moves toward expanding its services to a wider group.

“We are now fundraising,” Judy said. “They gave us an account with the National Church Residences Foundation for CSH transportation.

“The long-term goal is, if you live in any National Church Residences property and your group wants to go to the zoo, or wherever, you can write to our foundation with at least 30-days’ notice and we will pay for that trip.”

Beginning in the New Year, the transportation team in central Ohio will start fundraising with the goal of amassing $10,000 to go toward providing more transportation options for seniors.

“We want to be able to provide transportation to, not only our buildings, although they will be the main recipients, but to other apartments as well,” Judy said. “We will be doing different types of fundraising. Our drivers will be doing payroll deductions. We want to do a 5K race later in the year. We have some vendors and corporate sponsors that will help.”

Judy estimated that a trip using a bus that holds 14 people costs around $170 each way.

“They send us a request and they can use the funds from our foundation to provide transportation for that group,” she said. “If a building wants to do more transportation,”

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they can hold a fundraiser. If they can raise at least $100, we will match it and provide the transportation.”

Donations to help fund the transportation services can be sent to the attention of Van Ambrose, Vice President of National Church Residences Foundations, at the home office with the specification that it is for “CSH Transportation.”

Judy said that in Columbus and Franklin County, National Church Residences currently has the area’s largest transportation fleet — next to COTA (Central Ohio Transit Authority).

“Currently we have 30 vehicles,” she said. “We’ve always had more, but some of them were older. We had to retire faster than we could acquire. But we have 23 busses right now along with seven other vehicles. And one-third of our fleet runs on propane, which makes us certified as a ‘Green Fleet.’”

Where the larger busses get about eight mpg, Judy said that some of the newer, smaller, vehicles get as many as 22 mpg.

“We have a diversified fleet and we’ve gone with more economical vehicles,” she said.

Having as large of an impact on transportation needs as National Church Residences does, Judy joined forces with the Ohio Transportation Equity Coalition in December to ask Ohio Governor John Kasich, “to increase Ohio’s investment in accessible, affordable and sustainable transportation options.”

In the letter sent to the Governor’s office, it is highlighted that Ohio currently ranks 47th nationally in its commitment to public transportation and cites a study from the Ohio Department of Transportation that said Ohio needs $192.4 million in capital and $96.7 million in operating funds to meet existing needs.

“We’re part of a movement and trying to make a difference in the state of Ohio,” Judy said.

A little more than a year ago, Judy returned to the stand-up comedy stage as well — this time as a gospel comedienne who tells clean jokes only.

“I had lost my business and my home and my fiancée died. I turned to my faith,” she said. “God spoke to me. I wanted to teach Sunday school or something. God spoke to me and said to go back to stand-up comedy. I was like, no, this isn’t funny.”

Over the past few months Judy has been booked to perform around 15 shows — including at the Columbus Funny Bone — and she’s done it all without trying to promote herself.

“It’s all been word of mouth,” she said. “I like to say that God is my promoter.”
Thanksgiving at Trinity Manor

Just before Thanksgiving the staff at Trinity Manor in Middletown, Ohio, prepared a Thanksgiving feast for their residents.

The neighborhood senior center helped cook four turkeys, service coordinator Desiree Skidmore prepared six side dishes and the residents brought deserts.

“It was amazing!” Desiree said. “We ended up feeding about 100 people, this included residents that came to the dinner, staff and their spouses and children, and we also put together to-go boxes for the residents that didn’t come so they all ate as well.”

All but 15 of the 90 residents attended the meal.

“The residents were so happy, thankful and appreciative for the dinner,” Desiree said. “Residents helped clean up and do dishes to end the day. It was such a great day to see everyone come together and hear all of the noise, conversation, and laughter among all of the residents.

“I am truly blessed to have the opportunity to be there for my residents and see the smiles on their faces!”
HOME Choice Program Making a Difference in the Lives of Ohioans

When the Ohio Department of Medicaid’s HOME Choice program was established in 2008, it had a goal of helping 2,000 Ohioans transition out of nursing home care and into a more independent lifestyle.

As of 2016, more than 8,500 Ohioans have made that transition and nearly 600 of those are because of services provided by National Church Residences.

“There are several components to the overall HOME Choice program. National Church Residences does transitions coordination,” said Linda Lund, the organization’s HOME Choice Manager. “Basically we help find people housing using funds provided by the state for basic furniture, household start-up items, groceries, those kinds of things. We help them get back into the community.”

HOME Choice, Ohio’s iteration of the federal “Money Follows the Person” program, is, according to its website, “a transition program that assists persons of any age with any type of disability to move from a long-term care facility (like a nursing facility, hospital, or residential treatment facility) into a home and community based setting.”

“We started working with HOME Choice in March 2011 and since that time we have worked with 1,062 people,” Linda said. “We’ve actually placed 589 people into qualified housing in the community.”

For Linda’s first 10 years as a member of the National Church Residences’ team she worked as a property manager.

“When I got a call about doing this program, I envisioned the seniors I worked with every day,” she said. “I just had the visions of these seniors, who I just adored, marching out of the nursing home and back into our buildings and making life beautiful again.”

Over the first three years of working with HOME Choice, Linda said she spent four days a week on the road traveling around Ohio to meet with people who needed her help.

“We’ve worked in about 68 (out of 88 total) counties in the state of Ohio,” she said, noting that at first their staff was very limited. “We now have six full-time transition coordinators and three contingent transition coordinators that almost work full-time.”

Linda said that the goal is to help people transition into housing — but not necessarily always National Church Residences buildings.

“We do transition some into our buildings,” she said. “But typically our properties have some of the longer waiting lists.”
HOME Choice Program Making a Difference in the Lives of Ohioans

For a person to be eligible for the program they must have been living in a Medicaid facility for at least 90 days and they must qualify for Medicaid.

“Eighty-five percent of our participants are between 50 and 60 years old with mental health and/or substance abuse issues,” Linda said. “Providing their care is costing the state billions of dollars.”

The federally funded “Money Follows the Person” is currently funded through 2020. Linda said that she expects the program’s funding to eventually be extended.

In the meantime, she said her biggest joy is seeing people’s lives transformed for the better.

“That can be really awesome,” she said. “I recently moved a 47-year-old girl. She had been in a catatonic state after being severely abused by her husband.

“A year after her transition she called me and told me there had been some bumps along the way, but her worst day in this apartment was better than her best day in a nursing home. There’s enough of those real transformations to really help carry you along the way.”

Since 2015, Ohio has led the nation in HOME Choice transitions.

PSH to Experience Transition, Growth in 2017

National Church Residences’ Permanent Supportive Housing portfolio is set to experience both transition and growth in the coming New Year.

With the retirement of Dave Kayuha, the organization’s longtime Chief Administrative Officer who has overseen PSH since its inception in 2003, a plan has been put in place
PSH to Experience Transition, Growth in 2017

to transition the portfolio into Affordable Housing under the direction of Steve Bodkin.

“I’m proud to be part of Permanent Supportive Housing, a mission that serves such a critically vulnerable population,” said Steve, who is the Chief Operating Officer of National Church Residences Housing Division. “I look forward to working with this dedicated, talented, and caring staff to continue driving mission impact.”

Since the Commons at Grant became National Church Residences’ first Permanent Supportive Housing community, the portfolio has expanded to nine PSH communities with a total of 885 units in Columbus, Toledo and Atlanta.

In 2017 the program will expand yet again when Cincinnati’s Commons at South Cumminsville breaks ground.

“Commons at South Cumminsville is the result of a long history of National Church Residences trying to build Permanent Supportive Housing in Cincinnati. It dates back to 2008,” said Amy Rosenthal, National Church Residences Senior Project Leader. “We’ve had our struggles and hiccups, but now we have a home in a community that has welcomed us.”

Commons at South Cumminsville will house 80 PSH units in a building located on Herron Avenue in the northern Cincinnati neighborhood.

“We have a non-profit, Working in Neighborhoods, that has been a great help to us,” Amy said. “Now we have this welcoming community that sees the need for supportive housing in Cincinnati and see that this project will put a positive spotlight on their community, too. They really understand how our supportive housing communities change people’s lives.”

The $15 million new construction project is expected to break ground sometime in late 2017.

Medical Suite Opening at Commons at Chantry

Construction is nearly complete at a new medical suite at Commons at Chantry that will allow many families, including children, to receive medical and dental care, said Vice President of Permanent Supportive Housing Colleen Bain.

Commons at Chantry, located in Columbus, serves families. Health care access has been a major problem at the community because many of the residents don’t have transportation to get themselves and their children to physicians or dentists.

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Medical Suite Opening at Commons at Chantry

The Capital Improvement Funding Partnership through the Columbus Foundation and the Osteopathic Heritage Foundation provided much of the funding for the construction.

Kendra Giesseman, manager of Foundation Operations and Grant Administration, said the funding partnership has been generous in supporting National Church Residences. In its inaugural year 2014, it provided $100,000 for capital improvements at the Champion Intergenerational Center. The money to help build the medical suite at Commons at Chantry came from a $75,000 gift in 2015 that also funded the purchase of medical equipment at Commons at Livingston.

Colleen said she is working with Southeast Healthcare Services, which is both a behavioral health provider and a Federally Qualified Health Center, to provide primary and dental care at the site. “Even with Medicaid as a payment source, a lot of the residents at Chantry can’t get access to dental care. I’m really excited that this could serve all the families with the potential to expand into the community,” Colleen said.

The medical suite, which shares a building with the after school program, has a private entrance, two exam rooms, a nurse’s office and a reception area. Maryhaven will continue as the behavioral health provider at Chantry, with all providers working together as an integrated primary and behavioral health team. Colleen said she hopes that the services will begin in the first quarter of 2017.

Grand Opening at Water’s Edge of Bradenton

Water’s Edge of Bradenton celebrated the Grand Opening of its Phase II building on December 14 in Bradenton, Florida. Tony Ruscilli, President of Ruscilli Construction, presented a commemorative plaque to Water’s Edge of Bradenton Executive Director Penny Smith and National Church Residences President and CEO Mark Ricketts.

Mark celebrating with Bradenton residents: Joan Richardson (left) and Edith Morse (right).
Staff Makes for a Smooth Rehab at Putnam Howe

When a building undergoes a substantial rehab it is never a simple process.

But when the site staff goes out of their way to keep its residents comfortable and happy, it makes the whole process a little easier.

When Putnam Howe Village in Belpre, Ohio, underwent its $7 million renovation in the first half of 2016, Lisa Cooper, the Senior Property Manager, and Bob Dotson, the Maintenance Technician, showed their commitment to the residents.

“They bent over backwards to make sure residents were taken care of during construction,” said Jeff Phillips, the Senior Construction Administrator in charge of the Putnam Howe renovation. “In the renovation our elevator had to go down for a few days. They took it upon themselves and in their own personal hours delivered food, did grocery shopping, and drove residents to their doctor’s appointments. It was hard for the residents to get down the stairs, so (Lisa and Bob) made sure whatever they needed, they took care of it.”

“I’m still missing, ‘fire in the hole!’” joked Lisa. “It’s very quiet around here now. It was a long year but well worth the wait. The building is beautiful!”

Several residents attended the October 25 Grand Reopening, including a pair of residents that Lisa credited with helping the renovation go smoothly.

“I would have to say that I could never have made it without the help of two of my residents, Diana Warfield and Evelyn Duckworth,” Lisa said. “They are two of the most generous, thoughtful and loving ladies. They were there to help no matter what I needed them to do or whatever the resident needed to get through the day.”

“Lisa’s full team, everybody that worked for her reached out and did what they could to make sure residents weren’t inconvenienced,” Jeff said. “When we were working in the corridors or in the apartments, they would come down early and get breakfast for them in the hospitality suite. You could really tell they respect and admire their residents.”
When Dale and Glinna Fretwell arrived at First Community Village in Sept. 2014, Dale was in bad shape.

“He got a blood infection in Florida,” Glinna recalled. “He was in bed for so long, he just lost his muscle strength. When he left the hospital we went to a rehab center. We were just very unhappy there.”

Natives of Virginia, the Fretwells had retired to Florida many years before. But now, with Dale’s illness, the difficulty of being on their own — and in a facility that did not meet their needs — made life particularly hard.

One of their daughters suggested that they consider moving into a community closer to where she lived in Columbus.

“There were four or five places that she visited,” Glinna said. “She has two little boys that came with her and she would ask them what they thought of each place. They told her First Community Village was their favorite. She asked them why. They said because they had candy at the front desk. It’s the little things that are important.”

In addition to the candy, First Community Village had the support services the facility in Florida was lacking.

“We put (Dale) on a plane in Tampa and we brought him straight here,” Glinna said, sitting just outside the physical therapy rooms at First Community Village. “The difference here is night and day. We hadn’t been here 30 minutes when a physical therapist came in and gave him an evaluation.”

“We offer a wellness assessment and we look at each new member holistically and determine their individual needs,” said Jackie Metro, the Director of Wellness at First Community Village. “We work specifically on whatever their needs for improvement are and work to get them to their optimal level of fitness.”

Dale spent about three months in physical therapy before he was able to get back on his feet and move into the manor home the Fretwells purchased.

“This place practically saved my husband’s life,” Glinna said. “He is so thankful for the good healthcare that we have had here.”

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First Community Village has always had a wellness program, but in early 2016 National Church Residences enhanced what it had to offer.

“We expanded the program,” said Sarah Dalton Ortlieb, National Church Residences Vice President of Rehab Services. “We wanted to do wellness from all the domains, not just physical, but intellectual, emotional, social, spiritual, occupational and environmental. We wanted to have more comprehensive wellness opportunities for the residents there.”

“I am able to tailor their care and make it appropriate to what they need,” Jackie said. “I like to think of it as a nice cycle. There is always a place for each resident.”

For residents who need the most care there is physical therapy. For those who need less, there are group exercise classes and activities.

“You can go from physical therapy and graduate into a group exercise,” Jackie said.

Between five-to-eight classes are offered each weekday at First Community Village, ranging from aqua aerobics in the pool, balance classes, tai chi, yoga, dance, range of motion classes and classes specifically for those with Parkinson’s disease.

“We are regulars at the gym. We use it three days a week,” said Glinna. “And we love the pool. We use it three days a week. It has kept us walking, literally. My husband has had both knees replaced and I had knee surgery, too.”

Jackie said that since the expanded services became available, she has seen a 45 percent increase in the number of physical therapy visits and a 35 percent boost in the number of participants who come to the fitness center.

“We love it here,” Glinna said. “They care for you and go out of their way to make sure you are as comfortable as you can get.”

Focus Market: Atlanta

The National Church Residences’ five-year strategic plan has an emphasis on focus markets: places where we have a density of operations and strong potential for further expansion. Atlanta is near the top of the list, and Senior Project Manager Derrick Jordan is working hard to help the market grow.

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Derrick joined the organization in 2015, after serving more than a decade in various leadership roles within the Atlanta Department of Planning and Community Development. He works in the city, where National Church Residences has seven communities with more than 1,200 residents. His work so far has earned him the Development Department’s PEAK award for excellence. Members of Development nominate the award winner based on their contributions.

“As Atlanta is a market where our mission can succeed,” Derrick said. “The Atlanta region possesses an ideal environment to grow our company’s mission not only because of the demand for affordable housing for seniors, but also because it’s an environment in which other businesses recognize its student talent, desirable living environment, jobs and leisure.

“For example, last week, UPS announced it would invest $400 million to build a 1.2 million
Focus Market: Atlanta

square foot facility here, creating 1,250 new jobs. Let’s allow our minds to wander here. If each job equaled one family, we are talking about 1,250 families. Let’s assume that each family had at least four living grandparents (if the employee is married). That’s 5,000 grandparents,” Derrick said.

“Here lies the opportunity for our mission to help 5,000 grand-parents who have kids who work at UPS facility, don’t earn a lot of money to help them out financially but care a ton about their moms and dads,” he added.

Derrick understands the housing needs because he was Director of the Office of Housing for the City of Atlanta before coming to National Church Residences. Atlanta also leads the growth rate of seniors in the country at around 13 percent, which outpaces the population growth rate, he added. By 2030, one in five residents in the city will be over 60.

In addition to looking for opportunities and developing ideas to expand our presence in Atlanta, Derrick also has focused on strengthening National Church Residences’ community relationships, health care partnerships and philanthropic efforts. He works closely with the Atlanta property management team, including Regional Manager Amil Marchena.

Look for more success in the future in Atlanta.

Tell Us Your Success Stories!

We’d love to share stories about your successes at National Church Residences in Living Our Values.

If you have any story ideas or feedback about the newsletter, please contact Karen Twinem by emailing: ktwinem@nationalchurchresidences.org or by calling 614-273-3514.

We look forward to hearing from you.

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