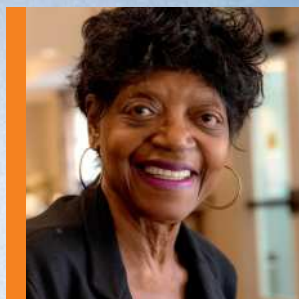


STRENGTH FOR **TODAY** & Bright **HOPE** for **TOMORROW**



ANNUAL REPORT | 2022

Creating communities where aging is honored and celebrated.



Christian Living
COMMUNITIES



Clermont Park resident Pat Crane and her dog Buddy



President and CEO Jill Vitale-Aussem and Board Chair Dr. Amy Dore

DEAR CLC FAMILY,

We borrow our theme for this year's annual report from the Hymn "Great is Thy Faithfulness," written by Thomas Chisolm in 1923. Chisolm lived a simple life and spent his last years at the Methodist Home for the Aged in New Jersey. The hymn embodies the sentiment that God's grace and favor are not just evident in the astonishing or miraculous, but in the every day, such as the life of a regular man who saw God's faithfulness in his life with small, everyday blessings.

We've seen God's faithfulness to CLC in many daily blessings over this past year. Although we're living in trying times with a shaky economy, workforce challenges, and the lasting impact of the COVID pandemic, we trust in God's continuing faithfulness.

We continue to be faithful as well to our vision, mission, and values, believing that God will bless our work and give us hope for the future.

The verse, "Strength for today and bright hope for tomorrow," perfectly describes our current times at Christian Living Communities. We've carefully taken steps to strengthen our foundation, and at the same time, we are taking measured actions to grow toward a bright tomorrow.

We hope you enjoy this year's report. It is filled with celebrations, big and small, stories of faithfulness, strength, and bright hope for tomorrow.

We are so very thankful for the faithfulness shown by our many friends and supporters, dedicated team members and volunteers, and of course, the older adults we are privileged to serve. Thank you.

With continued service to Him,

Jill Vitale-Aussem | President & CEO

Amy K. Dore | Board Chair



*Holly Creek resident **Dolly Tobin** with
CLC Summer Intern **Noah Musgrove***

**"STRENGTH FOR TODAY
AND BRIGHT HOPE FOR
TOMORROW...GREAT
IS THY FAITHFULNESS,
LORD, UNTO ME!"**



The traditional washing of the streets at Clermont Park's Dutch Days 2022

2022 found CLC drawing strength from our founding roots as we celebrated 50 years of service! We also introduced our new three-year strategic plan, **Creating Community**. The plan is divided up into four main goals:

STRENGTHEN
our **Foundation**
for the future



RE-IMAGINE
the **Workplace**

EXPAND our
Mission

REVOLUTIONIZE
Aging **Services**



Top: Holly Creek residents with team member Isabel Godoy
Bottom: Enjoying coffee and conversation at Clermont Park

STRENGTHENING OUR FOUNDATION

In 2022 we focused on recovering from the effects of the pandemic - welcoming many new residents into our communities and re-invigorating our teams, all while navigating rising costs and wages.

For all the communities we own or manage, we were able to achieve a **90.2%** occupancy rate by the end of 2022. According to the National Investment Council (NIC) 2022 data found most senior living communities at 83% for Residential Living/Assisted Living or 80% for Skilled Nursing communities. We ended 2021 at 86%.

These increased occupancy numbers mean more people are experiencing CLC's culture, mission and values!



CLC-Cappella
90.2% Occupancy

National Investment Council (NIC) data for most senior living communities:

83% Residential & Assisted Living | **80%** Skilled Nursing

STRENGTH FOR TODAY



Staying fit at Someren Glen

EXPANDING OUR MISSION

Since CLC is a sharing organization, in 2022 we engaged in an impactful consulting engagement through our Cappella Living Solutions division with the state of Wisconsin featuring our **Clinical Mentorship Program**. This program, which started more than 10 years ago at CLC, works from the premise of “who wouldn’t want a best friend at work?” Seasoned care partners pair with newly hired team members in this well-thought-out program, increasing job satisfaction and leading to strong retention of first-year clinical team members. When the program started in 2012, our CNA retention rate was 49%, but today it is a steady 87%. This tremendous success resulted in interest from the state of Wisconsin.

The Wisconsin program is funded through several partners and will result in nearly 3,000 clinical care partners being trained through the CLC Clinical Mentorship Program, leading to job satisfaction, retention, and better care for older adults.

We are proud of **Pat McBride**, VP of Clinical and Compliance, and **Nathalie Knopp**, Director of Clinical Staff Development, for continuing such a successful program and sharing it with others. To read more, visit our [story](#) on the website.

Cappella Living Solutions was created in 2014 to expand our mission not only through management services but also to share our knowledge and best practices through consulting.

In 2022 we refined our growth strategy. We also created a new tool which carefully assesses affiliation and management services opportunities. Currently, we are providing consulting services in Colorado and Wisconsin, and management services to three Colorado communities—Bella Vita, Casey’s Pond, and Sunny Vista.



Top: CLC’s Clinical Mentorship program provides a “best friend” at work

Bottom: The future is bright at Casey’s Pond



Group shot from the We! Belong team member summit

As we look towards creating a brighter tomorrow for CLC, we are focusing on two key areas—our workforce, and changing how aging is currently viewed in our society.

RE-IMAGINING THE WORKPLACE

Last spring, we engaged in a Culture & Values assessment. Team members from across the organization answered an on-line questionnaire requesting their insights and opinions on the culture at their communities. They were asked to assess their values as individuals *and* the values of their community. Our organizational average was 77, ranking us in the “good” category and showing that team members believe that CLC reflects their values. Comparatively, the national average is 51, and for senior living 52. We are conducting the assessment again this spring and will continue to strive for excellence as we aim to increase **workforce engagement** by enhancing the culture at each community.

CLC Culture & Values Assessment Results



Feeling well-known in an environment of diversity and inclusion

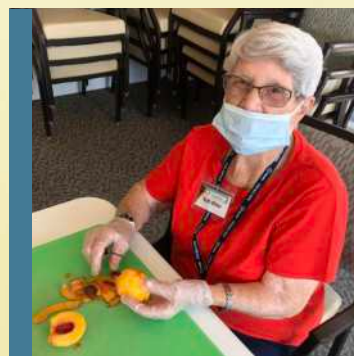
We also continue to focus not only on innovative practices to attract and engage highly qualified team members, but on how we can keep them in such a competitive workforce environment.

WE! BELONG

A sense of belonging is necessary for both team members and residents to create home. We introduced **We! Belong** as a fourth CLC Value in 2022 and held our first We! Belong team member summit during the summer.

At the summit, team members from across the organization gathered to learn and share their insights into how we can create a culture of belonging that embraces diversity and inclusion, creates equity, and joyfully celebrates the wonderful tapestry that is CLC.

A committee continues this work, and focuses on ways to increase belonging for team members and residents at CLC through community-specific education and cultural celebrations.



Cappella of Grand Junction residents contribute their talents by making wine and homemade peach cobbler

The newly created **Workforce Innovation Fund** is an opportunity for people to invest in solutions that will foster a strong workforce. Solutions being explored are: creating opportunities for leadership development; increasing support for team members navigating life's challenges; developing a paid internship program; providing meaningful appreciation for steady work, and increasing each community's ability to celebrate their team members. Watch for more on how you can partner with us via the Workforce Innovation Fund.

"FOR I KNOW THE PLANS I HAVE FOR YOU," DECLARES THE LORD, "PLANS TO PROSPER YOU AND NOT TO HARM YOU, PLANS TO GIVE YOU HOPE AND A FUTURE."

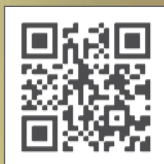
JEREMIAH 29:11

REVOLUTIONIZING AGING SERVICES

CLC is committed to battling the devastating effects of ageism and ableism. Our goal is to create community cultures that promote purpose, growth, belonging, joy and **citizenship**.

Last fall we shared our philosophy of everyone (older adults, team members, families, and the greater community) being contributing citizens in a community's culture when Clermont Park hosted a tour of senior living leaders in Denver for the national LeadingAge conference.

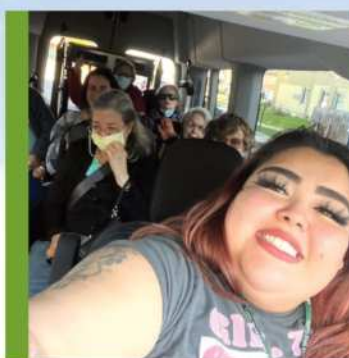
A highlight was the "I AM Clermont Park" video, which you can watch by scanning this QR code. >



As we move forward, rooted in strength for today and bright hope for tomorrow, we remain faithful to our founding, our good intentions, and in God's unwavering love for us and CLC's prosperous future.



BRIGHT HOPE FOR TOMORROW



Celebrating the blessing of a new Dayspring Villa van thanks to the NextFifty Initiative

BLESSINGS IN 2022

Your generosity in 2022 demonstrated your steadfast commitment to CLC. Because you share our value of We! Care, team members who struggled with high costs of groceries and gas received help through temporary inflation relief payments funded through CLC's **General Mission Fund**. Several associates enjoyed a break with family as part of CLC's Respite Retreat program. Residents' lives were enriched through offerings including art classes, concert series, and outdoor beautification.

CLC also distributed more than \$54,000 in tuition assistance, and also supported qualifying residents and team members in need. Here's a closer look at what you made possible:



19 team members with tuition assistance totaling more than **\$50,000** through the **Employee Scholarship Fund**.



33 team members with **\$27,000** in **Critical Needs funding** for housing, transportation, and medical emergency needs.

\$42,000 for **qualifying residents** in financial need through the **Resident Assistance Fund**.



Nearly \$225,000 in **General Mission support** to bolster recruitment and retention of team members by funding training, respite retreats and temporary inflation gift cards.



More than \$200,000 in **Community Enrichment** opportunities including concerts, lectures, new courtyard, gardens, knitting supplies, outdoor furniture and music therapy, amongst other items.

TOTAL DONATIONS & INVESTMENT INCOME RECEIVED:

\$749,583

TOTAL DONATIONS APPLIED: **\$838,508**

Total year-over-year accumulated donations invested for future use and stability of yearly vision support:

\$6,008,125*

**Includes \$690,271 in donor-restricted, permanently endowed funds.*

ON THE ROAD AGAIN

In 2022, residents at Dayspring Villa were the joyful recipients of a new community van, purchased thanks to a generous grant from the **NextFifty Initiative**, a private Colorado foundation committed to improving life for older adults and their caregivers. It had been nearly a year since the previous van was stolen and totaled in a crash, halting their weekly outings and shopping trips. There was a lot of frustration and sadness from residents, because many struggled to find private transportation to pick up supplies and favorite snacks.

NextFifty's grant to purchase a new van was a true blessing. They waited with huge smiles to welcome the arrival of the van, which had been decorated for the occasion by CLC's Director of Transportation, **Cathy Pesola**. Residents also organized a blessing ceremony to give thanks for the van.

OUR BLESSINGS

NextFifty seeks to strengthen organizations, like CLC, that are “destined to eliminate aging stereotypes, pioneer technologies that bring vibrancy to life after 50, and challenge the status quo to transform our world for generations to come.” At Dayspring Villa, their generosity is providing residents with a bright future as well as restoring their belief in the goodness of others.

Scan to watch the video >



VOLUNTEERS—OUR STRENGTH, ALWAYS

Christian Living Communities was founded by a dedicated group of volunteers who wanted to provide Christian love, respect, and compassion not only to the older adults within the Christian Reformed and Reformed Churches of America faiths, but to anyone in need of care and support.

Since then, volunteers have been the cornerstone of our services and care, the extra special “someone” offering a helping hand, an extra smile, caring always. Because the program was limited by the global pandemic we simply couldn’t welcome people into communities or have people gather together.

In 2022 we gladly began to rebuild our cornerstone program, engaging resident volunteers in purposeful contributions and welcoming the greater community to give back to CLC.

COMMUNITY	HOURS FOR THE YEAR
Clermont Park	6,539
Holly Creek	19,286
Someren Glen	5,690
TOTAL:	31,515 HOURS

COMMUNITY BENEFITS

CLC continually strives to be a good community partner, giving back the amazing support we so humbly receive.

In 2022, we donated surplus Personal Protective Equipment (PPE) amassed during the height of the pandemic to front range animal clinics and to mobile medical providers. We also opened our doors at our support office to several civic and senior living groups to host gatherings in our training center. Communities held fundraisers and walks benefiting organizations such as the **Alzheimer’s Association** and the **Foundation Fighting Blindness**.

CLC Board Members and Leaders painted a low-income older adult home through the **Brothers Redevelopment** program.

TOTAL 2022 SUBSIDIZED CHARITY CARE:

\$1,875,457

(HUD, MEDICAID/INNOVAGE AND INDIVIDUAL SUPPORT)



Top: The Cherry Creek Boys Charity Team spruces up Holly Creek’s planter boxes

Middle: CLC Vice President of Clinical and Compliance Pat McBride and Board member Tom Rogers participate in the Paint-a-thon

Bottom: Holly Creek’s Vision Walk Team at City Park

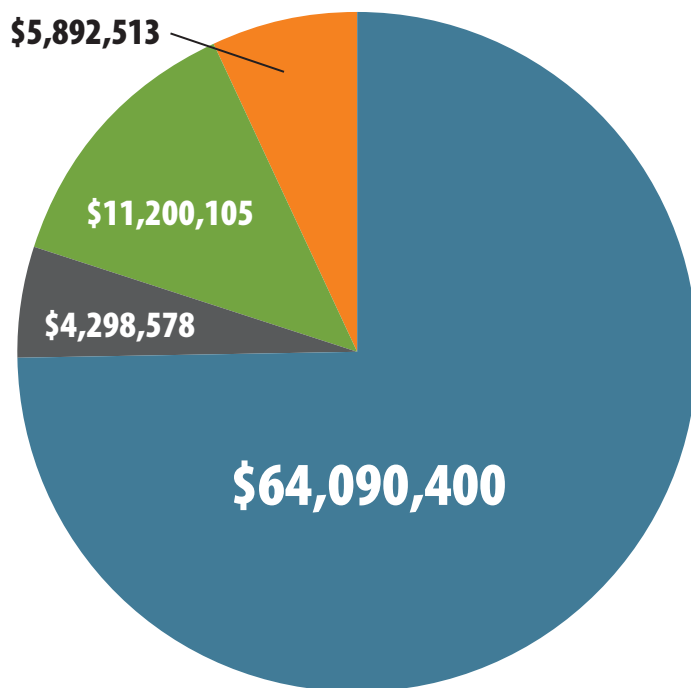


Relationships are treasured in a thriving, community culture



At Cappella of Pueblo West, a resident and team member bond through crochet lessons

2022 was a difficult year financially in senior living, and CLC is no exception. The combination of rising inflation, poor performance in the investment markets, and the rising cost of wages resulted in a less than ideal financial performance for the organization. However, CLC finished the year with 285 days of cash on hand and was well above our required bond covenants. Those metrics, combined with improvements in occupancy levels, trend positive, with CLC performing above average when compared to other similar nonprofit senior living organizations across the country. CLC is projecting significant financial improvement in 2023.



- Resident Services & Care
- Interest/Bond Fees on Debt
- Cost of Buildings
- Administration

TOTAL OPERATING INCOME

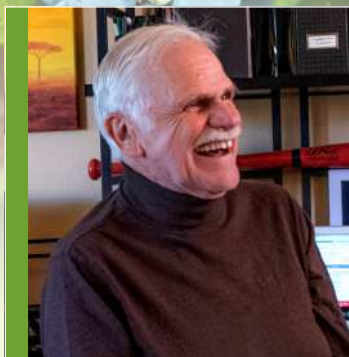
\$76,884,908

TOTAL OPERATING EXPENSE

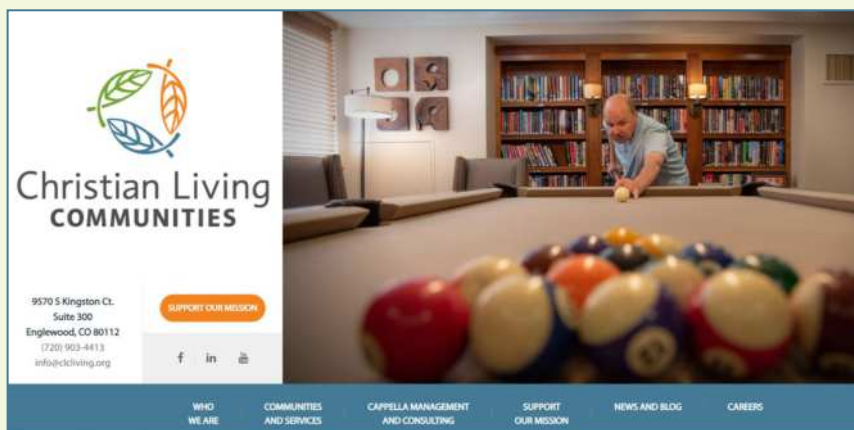
\$85,481,596

Summaries of audited financial reports are available on our website, [ChristianLivingCommunities.org](https://www.ChristianLivingCommunities.org).

For any questions, contact Bryon Childs, CFO at 720.974.3504 or bchilds@clcliving.org.



We are united as active citizens in an organization that is revolutionizing aging services



A bright and updated look for the CLC website

VIBRANT AND FRESH NEW WEBSITE

In 2022 we introduced a new look for CLC in our annual report. This year we would like to introduce you to a refreshed and vibrant new website. We hope that you will find the new site easier to read and navigate. It will also be brimming with great information as we continue to promote our communities where aging is honored and celebrated.



< Scan to check out CLC's new website

SAVE THE DATE!

AGED TO PERFECTION

Won't you join us?

Save the date for our annual gathering to enjoy fellowship, celebration and to support Christian Living Communities mission.

Thursday, October 5, 2023 | 6 - 8:30 pm
Ashley Ridge | 8199 Southpark Court
Littleton, CO 80120



AGED
to Perfection

Featuring the Earthen Vessel Award



BRIGHT LIGHT ON THE HORIZON



OUR MISSION

Christian Living Communities enriches the quality and dignity of life for older adults through services and care that reflect Christian love, respect, and compassion toward each individual.

OUR VALUES

We! Embrace the Possibilities **We!** Care for Each Other
We! Belong **We!** Celebrate



Christian Living
COMMUNITIES
Where Aging is Honored and Celebrated