

# ANNUAL REPORT | 2023



*Rooted more than ever in our  
vision, mission, and values.*



Christian Living  
COMMUNITIES

Creating communities where aging  
is honored and celebrated.



# MOVING FORWARD WITH FORTITUDE



## From Survival to Flourishing

Unwavering determination, laser focus, sacrifice, and keeping resident and team member needs front and center led to a remarkable financial turnaround for CLC in 2023. After two very financially challenging years, CLC met all financial goals in 2023!

The hard work paid off as we stabilized the organization and protected our future. Residents and families took notice of our hard work. **Over 90% would recommend CLC to others**, nearly 10 points higher than national benchmarks. This rating is a 12-month average for all communities and levels of living through the Pinnacle Quality Insight Survey. This tells us we are on the right track, but we constantly strive to improve!

Team members also took notice: our recovery efforts **lowered our turnover rate to 47% for 2023, down from 59% the prior year**. According to 2022 data from the National Investment Center for Senior Housing and Care (NIC), the national average for senior living turnover is nearly 85%.

These results weren't an accident—our continual focus on building a culture of citizenship creates communities where people find purpose, satisfaction, and contribution.



Our **CLC Citizenship Model** of community living continues to evolve, with residents and team members equally contributing to each community's unique fabric of life.

In 2023, our work to convey this culture was nationally recognized with a first-place *Aspect Marketing and Advertising Award* for our "Bring It" Campaign. The award is presented by the Aging Media Network and encompasses all levels of living. Guess what? We just won another first-place award in 2024 for the vibrant redesign of our CLC website! This wonderful work comes from our newly formed **Cappella Digital Marketing Solutions** division. CDMS builds on the strengths of our existing marketing team to serve other non-profit organizations needing digital marketing support.

For the second year, CLC participated in the Barrett Values Centre's Culture Values Assessment, measuring each team member's personal values and the values they want to see in the future. As an organization we scored 76, earning CLC a *World's Best Culture* award.

We ended the year by expanding our mission and welcoming the **Green House® Homes at Mirasol** to the CLC-Cappella family. We began management support services to the Loveland, Colorado community which offers nine small homes to 90 elders receiving skilled nursing care.

We want to thank all team members, residents, families, and friends for their commitment and support as we move forward with fortitude, grit, and gratitude.



Clermont Park resident **Pat Crane** signs an ad featuring her photo with dog **Buddy**



A resident at the **Green House Homes** prepares for dinner

# STRENGTHENING OUR FOUNDATION

## A Campaign to Support Our Chaplain Services

Did you know that CLC has four ordained pastors and one licensed minister? All are endorsed by their respective denominations with a combined 56 years of experience. The chaplain team enhances our communities with 22 years of post-graduate work experience as well as training in dementia, palliative care, end-of-life planning, meaning, and purpose in aging.

Ensuring the support of spiritual life professionals in our communities has always been a priority, but it's more than degrees and expertise. The CLC Chaplain team is the Christian love, respect, and compassion listed in our mission statement. They are our hearts made visible, our intentions made possible, and they care for all, just as our founders intended.

The *Strengthening Our Foundation* Campaign to support Chaplain Services is an effort to buoy this time-cultivated program and increase service to more people. The campaign goal is \$200,000, and we have currently raised 20% towards that goal. Your gift today will make a difference.

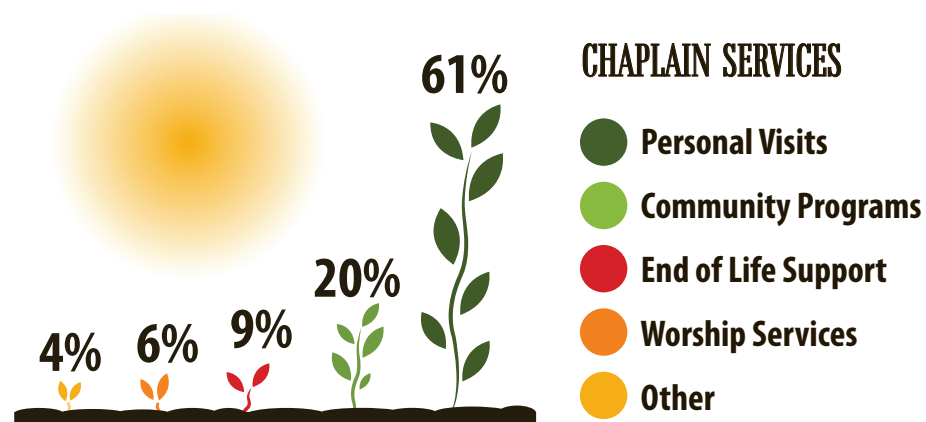


*"Chaplain Jim Kok has blessed our family through two generations. We have been*

*continually fed by his spiritual care, his teachings, his encouragement and his love. These have been the foundation of how we live our lives here, how we see ourselves and how we interact with our neighbors."*

~ Gary & Barby Hahn

The value that our chaplain team brings to our communities is significant. Residents at Someren Glen share that Chaplain **Cindy Simpson** is not only a source of strength, but she is also an



educator, confidante, trusted friend, and an essential part of the community. "It's nice to have someone by your side to provide comfort, experience, and direction," shared a family member.

One of the goals of the CLC Chaplain program is to welcome individuals and meet them where they are on their journey. We believe that our communities are stronger when a variety of backgrounds and beliefs are represented.

The Clermont Park Spiritual Life resident committee shared that they are proud to live in a community that welcomes residents of all beliefs. Chaplain **Kendall Batten-Kalantzis** models this practice through services, community programs, and the way she engages with residents and team members.

**Jim and Sally Pratt**, residents at Holly Creek shared, "We look forward to Chaplain Jim Kok's monthly discussion topics on a variety of issues that always include thoughtful questions to promote in-depth discussions. Jim sends out a four-page



'topic' often on contemporary issues in the news to discuss at *Wired Word*.  
Chaplain Jim has added depth to our Christian living experience at Holly Creek."

A unique aspect of CLC is the continuity that **Jim Kok** has provided during his 38 years of service. Familial connections extend through the generations, and personal engagement is part of the "secret sauce" that makes CLC Chaplain Services unique. Chaplains spend **more than 60% of their time on personal visits** with residents, family members, and team members. Of those personal visits, 75% are with residents.

We hope to expand these services beyond our three Legacy communities of Clermont Park, Holly Creek, and Someren Glen.

The *Strengthening Our Foundation* Campaign to support Chaplain Services is a concentrated effort to bolster our thriving program serving elders today and in the future. We need your help to reach our goal of \$200,000.

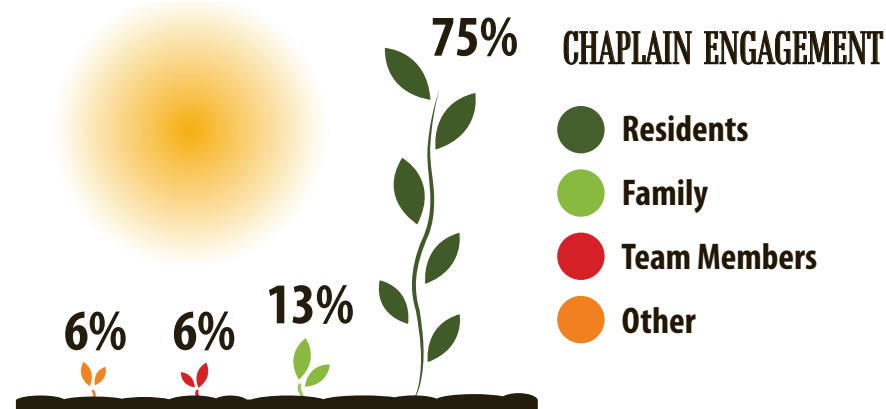
***Would you consider a gift to ensure financial resources are available to grow Chaplain Services? Please scan QR code to donate.***



Past donations to the Chaplain Fund have created a dedicated chapel space for residents and team members at the Suites of Someren Glen; provided a new curriculum for a Grief & Loss support group at Holly Creek; added a part-time chaplain to Dayspring Villa; and supported the training of chaplain interns from Denver Seminary who serve in our communities.

Chaplain Services has always and will continue to meet the spiritual, emotional, and relational needs of older adults, their families, and team members. Your gift will make a difference today and for years to come.

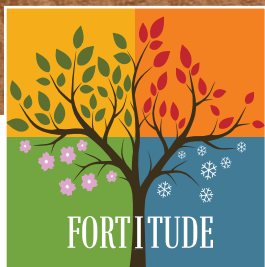
*L to R: Chaplains **Cindy Simpson**, **Kendall Batten-Kalantzis**, **Jim Kok**, **Cheryl Meakins**, and **Brian Miranda***



To make a donation or for any questions, contact **Stephanie Manley**, Director of Philanthropy at 720.974.3675 or [smanley@clcliving](mailto:smanley@clcliving).







# FORTITUDE IN ALL SEASONS

## *A Time for Goodbyes and Hellos*

After nearly 38 years of faithful service, CLC Executive Director of Chaplain Services **Jim Kok** will retire from his duties at the end of May. Jim is beloved by many and truly has become the spiritual guide for CLC. His warm smile, cheerful greetings, and unwavering acceptance and support of everyone in the CLC family will be deeply missed. To read more about Jim's accomplishments and to leave him a message of thanks, please visit our special "Honoring Jim Kok" page on the CLC website: <https://christianlivingcommunities.org/support-our-mission/honoring-chaplain-jim-kok>.

As we say goodbye, we also say hello. Please join us in giving a warm welcome to **Reverend Robert Smith** who joins us as our next Executive Director of Chaplain Services! Robert joined us in April to work alongside Jim prior to his retirement.

Robert has his Master of Divinity degree from Gordon-Conwell Theological Seminary, and he has been ordained since 2010. Robert has experience in local church ministry, hospital chaplaincy, and more than five years of spiritual leadership in senior living at our neighboring Wind Crest community. Robert looks forward to building upon Jim's legacy and to helping members of the CLC family live out their personal faith and spirituality with meaning and purpose. If you would like to send Robert a welcoming note, please email him at [r.smith@clcliving.org](mailto:r.smith@clcliving.org).

*"For everything there is a season, a time  
for every matter under Heaven."*

*Ecclesiastes 3:1*



*Top: **Jim Kok**, current Executive  
Director of Chaplain Services*

*Bottom: **Reverend Robert Smith**, new  
Executive Director of Chaplain Services*





## Giving Back to the Community that Supports Us

We are so grateful for the generous people who give their time, treasures, and talent to support the CLC vision and mission. As an organization founded by faithful volunteers 52 years ago, the regeneration of our volunteer organization is especially heartening. In 2023, volunteer hours logged at the three Legacy communities of Clermont Park, Holly Creek, and Someren Glen increased as we continued to rebuild the program post-pandemic. Thank you, faithful volunteers!

COMMUNITY	LOGGED VOLUNTEER HOURS
Clermont Park	7,135
Holly Creek	21,201
Someren Glen	6,344
<b>TOTAL</b>	<b>34,680</b>

As is done unto us, we strive to do unto others. In 2023, CLC and our communities gave back to countless other non-profit organizations. Residents, team members, and friends showed their support for those living with Alzheimer's with community-based walks and fundraisers, and by taking part in last fall's Denver Walk to End Alzheimer's. In total, those efforts raised nearly \$10,000 to help find a cure.

Cappella of Pueblo West recently held their 7th annual "Guns and Grannies" fundraiser. Yes, you read that correctly! The community is part of this fun, yearly event in Pueblo West to support the Local Firefighter Association. With a name stemming from the fact that Cappella of Pueblo West is located next to a gun store, the event features a hot rod car show, music, food, and fundraising. Donations average \$3,500 each year for the Pueblo West Firefighters Fund.



Various resident groups take part in pen pal programs, knit baby blankets, and even make toy cars that are distributed around the world! Just last year the men's group at Someren Glen produced 1,600 toy cars for the *Toys for God's Kids* program.

*Someren Glen resident **Bob Britt** with cars ready to be enjoyed by children around the world!*

Total 2023 Subsidized Charity Care:  
**\$1,064,000**

CLC's commitment to providing a full continuum of living options includes providing HUD, Medicaid, and support to qualifying individuals who, through no fault of their own, can no longer afford their care and services with our Resident Assistance program.

*"A generous person will prosper; whoever refreshes others will be refreshed."*

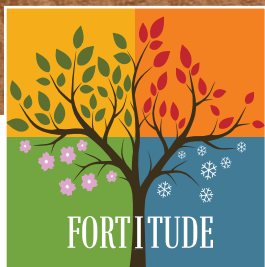
*Proverbs 11:25*

*Top: A Casey's Pond resident supports the Walk to End Alzheimer's*

*Bottom: A Cappella of Pueblo West resident with her grandson at "Guns and Grannies"*







# ROOTED IN OUR MISSION

## Generosity Changing Lives

In 2023 Christian Living Communities received more than **\$850,000** in gifts to enhance the lives of older adults and the team members who support them. This includes a very generous planned gift from a former resident's estate. In 2023 five more people joined our **Compassion Circle**, sharing with us that they are including a legacy of love for CLC in their planned giving.

The generosity and kindness of caring residents, families, team members, and corporate mission partners made so many wonderful things possible in 2023, including more team members receiving tuition assistance and reaching their educational goals.

More residents who, through no fault of their own, can no longer afford the full cost of their care will be able to stay in their beloved homes in a CLC community.



Community leaders will have the resources they need to implement new and innovative ways to recruit, train, and keep talented and caring team members.

*A resident at Clermont Park takes care of an Eldergrow Garden provided by donations*

More than **\$627,420** in donations were invested back into CLC communities last year. See the graphic below for the amazing impact you are making!

### Supporters of CLC in 2023 provided:



More than **\$227,000** in **General Mission support** to bolster recruitment and retention of team members by funding mentor and wound care training, respite retreats and leadership training

More than **\$49,000** in **Critical Needs Assistance** to team members for needs like food, medical bills and car repair assistance



**19 team members** received more than **\$28,000** in tuition assistance from the **Employee Scholarship Fund**

More than **\$53,000** for **qualifying residents** in rent and medical equipment assistance through the **Resident Assistance Fund**



More than **\$300,000** in **Community Enrichment** opportunities including fitness classes, art classes, indoor gardens, magnifying readers, lecture series, and musical performances

Total year-over-year accumulated donations invested for future use **\$6,671,867\***

*\* Includes \$690,271 in donor-restricted endowment funds*



*Top: Team members benefit from a donor funded Eden Alternative Training*

*Bottom: Clermont Park's Jacque Visintainer enjoys a healthy snack thanks to the donor funded "Denny's Snack Bar"*



## Helping Hands in a Crisis – Caring for the Caregivers

2023 delivered an unwelcome dental emergency for CLC team member Alex (not her real name). Alex, a QMAP in an assisted living neighborhood, had been told by her dentist several years ago that she would need to have her wisdom teeth removed. She didn't have funds for the surgery at the time, so she put it off.

Last year her wisdom teeth started causing problems: "I was having headaches and pain in my jaw," Alex said. The need for surgery had become urgent, but she still needed to find a way to pay for it. "It's a very expensive surgery and I just don't have that kind of money sitting in my pocket," she explained.

A fellow team member recommended that she apply for Critical Needs. Funded by kind and generous CLC supporters, the Critical Needs Fund provides financial assistance to help team members in these kinds of emergency situations.

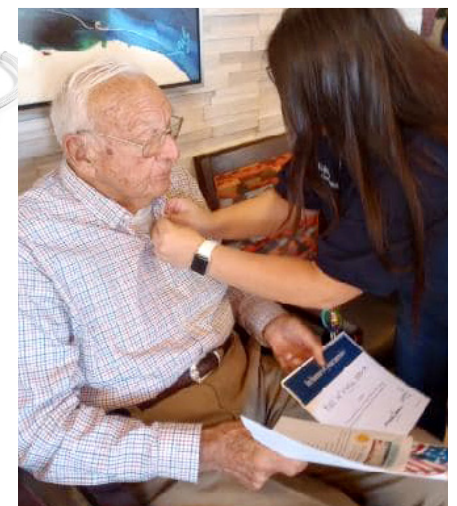
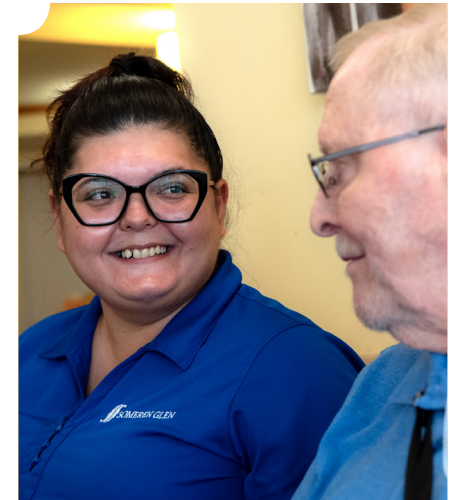
She applied and was impressed with the quick funding approval she received for her surgery. "It was super helpful," she said. "It didn't cover all of it, but it did cover quite a bit, which was a relief."

Alex is grateful to be part of an organization where caring supporters extend a helping hand to team members like her when life gets tough. "I was able to get the surgery quickly," she said, "preventing further dental issues down the road. I'm very thankful."

We are thankful for the supporters who gave Alex the financial relief and peace of mind she needed. We are also thankful that she can continue to serve residents at her community with love, respect, and compassion—pain free!

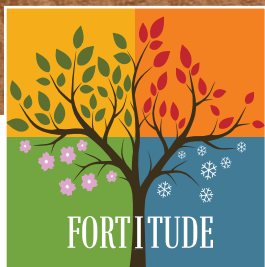
## Colorado Funders Invest in the CLC Mission

In 2023, Dayspring Villa upgraded their very out-of-date nurse call system thanks to a generous grant from **Next50**, a private Colorado foundation committed to improving life for older adults and their caregivers. Learn more about how Next50's support is making life better for Dayspring residents and team members by scanning the QR code to watch a video.



Top: A team member at Someren Glen shares a smile with a resident  
Bottom: A Sunny Vista resident receives a "Thank You for Your Service" recognition on Veteran's Day





# FINANCIAL FORTITUDE

## Endurance Following a Challenging Season

2023 was a recovery year for CLC. We began to outpace other senior living providers around the country with our ability to turn two years of negative financial outcomes into a financially positive year. Reducing our reliance on agency staff cut costs considerably. However, even more importantly, reducing agency use means that elders receive consistent care from CLC's well trained care partners. Residents develop relationships with people they know.

Total Operating Income

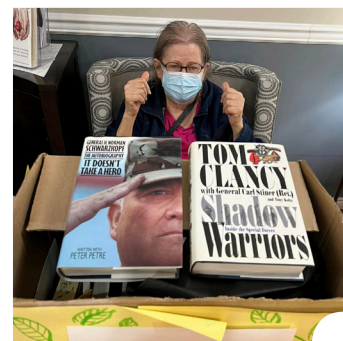
**\$86,987,872**

Total Operating Expenses

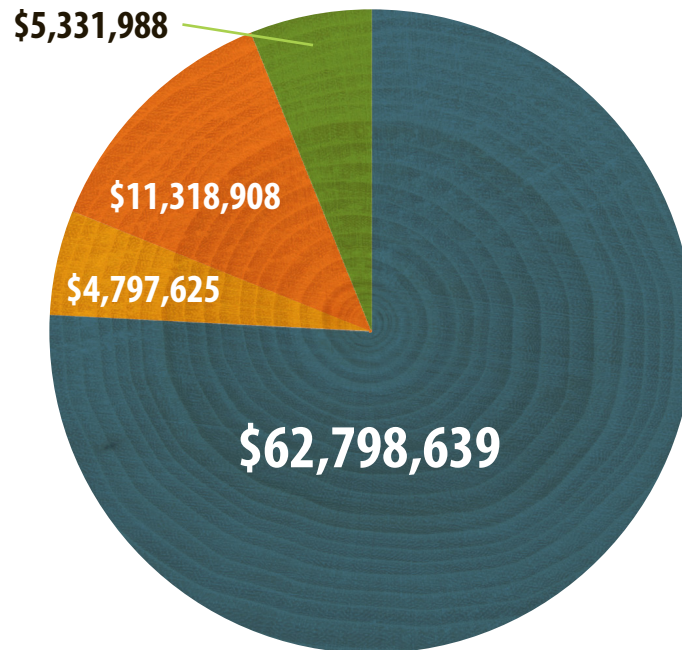
**\$84,247,160**

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

For any questions, contact **Bryon Childs, CFO** at 720.974.3504 or [bchilds@clcliving.org](mailto:bchilds@clcliving.org).



Dayspring Villa resident rejoicing with donated books for the newly improved library



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



Top: Holly Creek residents explore creativity through painting

Bottom: Clermont Park resident Rich Brooks is on target for fun!



## 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.



*Clermont Park resident Alice Hoogstrate*



Christian Living  
**COMMUNITIES**

Where Aging is Honored and Celebrated

9570 S. Kingston Court | Suite 300  
Englewood, CO 80112 | 720.974.3555  
[ChristianLivingCommunities.org](http://ChristianLivingCommunities.org)





*President & CEO Jill Vitale-Aussem and  
Board Chair Dave Dookeeram*



*The CLC team with homeowner during the  
Brother's Redevelopment 2023 Paint-a-thon*

"I know your deeds, your love and faith,  
your service and perseverance, and that  
you are now doing more than you did  
at first."

Revelation 2:19

Dear CLC Family,

**W**e are moving forward into 2024 with FORTITUDE, rooted more than ever in our vision, mission, and values. Last year was a time of recovery from the difficult years of 2020-2022, and with perseverance and faith, we not only survived, but have flourished.

Our annual report serves as a reflection, capturing the essence of our organization's journey in 2023. Within these pages, you'll see the hard work, sacrifice, and dedication of each person in the organization reflected in a strong financial recovery, the continuation of our commitment to fostering cultures of citizenship, and the expansion of our mission through the addition of a new community to the CLC-Cappella family.

Our annual report is also an opportunity to look to the future. It is with hard earned Fortitude that we move forward with love. Despite the world's difficulties and the fractures within our nation, we make a deliberate choice—to love unconditionally, to serve selflessly, and to explore the boundless possibilities of older adulthood. As the hymn goes, "They'll know we are Christians by our love."

With unwavering hearts and resolute minds, we forge ahead, deepening our bonds and amplifying our mission. The CLC difference awaits, ready to touch more lives, one act of love at a time.

With continued gratitude for God's faithfulness,

*Jill Vitale-Aussem*

**Jill Vitale-Aussem**  
*President & CEO*

*Dave Dookeeram*

**Dave Dookeeram**  
*Board Chair*





## Presenting two unique opportunities for our CLC family!

### LIVING WELL WITH DEMENTIA

**Tuesday, June 18th | 3:00 pm – 4:30 pm**

The Conference Center at RidgeGate

9878 Schwab Way, Suite 400 | Lone Tree, CO 80124

Take advantage of this special opportunity for CLC residents, families, and friends to learn more about supporting someone to not only live with dementia, but to experience true well-being.



*Jessica Luh Kim*

**Jessica Luh Kim**, an internationally acclaimed dementia educator, will join us to share insights on how we can support someone on the dementia journey to ensure they experience fulfillment and purpose. Additionally, **Mark Timmons**, from the Dementia Action Alliance, will share what it's like to live with dementia. This is the same training CLC team members will receive earlier in the day. Space is limited to 150 people, and limited transportation service will be available from the Legacy Communities.



Please scan the QR Code to register, or follow this link:

<https://www.surveymonkey.com/r/36DDCRR>.

If you have problems, please email [info@clcliving.org](mailto:info@clcliving.org).



*L: Enjoying a dog visit at Cappella of Grand Junction*

*R: Residents and team members Walk to End Alzheimer's at Someren Glen*

### 2024 AGED TO PERFECTION

**Thursday, October 3rd | 5:00 pm**

Holly Creek

5500 E. Peakview Avenue | Centennial, CO 80121

**A**ged to Perfection is returning to where it all started, Holly Creek! The festive happy hour-like event will feature time for fellowship, a silent auction, a wine pull, and opportunities to learn more about CLC's vision, mission, and values. Proceeds from the event will benefit the *Strengthening Our Foundation* Campaign for Chaplain Services.

Our superb Duet Dining Executive Chefs will create delectable and hearty delights at various food stations with samples of perfectly paired wines for tasting.

If you would like to donate to the silent auction, the wine pull, or are interested in being a Mission Partner by sponsoring the event, please contact **Stephanie Manley** at [smanley@clcliving.org](mailto:smanley@clcliving.org) or call **720.974.3675**. Registration will open in late August.

