

Core Values Lighting Our Way



*"Whoever is generous to the poor lends to
the Lord, and he will repay him for his deed."*

Proverbs 19:17

 **CHRISTIAN
VILLAGE**
COMMUNITIES

Annual Report 2022

BOARDS OF DIRECTORS

Christian Benevolent Association of Greater Cincinnati, Inc.

(DBA: Christian Village Communities)

Dale Coates • Charles H. Eger, M.D. • David Engel • Kitty Garner • Dave Lippert
Jon McCann • Jason Rehmel • Scott Sims • Harry Snyder (Chair) • Mick McLaughlin (Director Emeritus)

Mt. Healthy Christian Home, Inc.

(DBA: The Christian Village at Mt. Healthy)

Dale Coates (Chair) • David Engel • Jason Rehmel

Mason Christian Village, Inc. / MCV Health Care Facility, Inc.

(DBA: The Christian Village at Mason / Christian Village at Mason Health Care Facilities)

Harry Snyder (Chair) • David Engel • Dave Lippert

CBA Foundation

Jim Carter • Dale Coates • Mildred Merkel
Larry Monroe • Damon Reid (Chair)



Dear Friends,

“We have different gifts, according to the grace given each of us. If your gift is prophesying, then prophesy in accordance with your faith; if it is serving, then serve; if teaching, then teach; if it is to encourage, then give encouragement; if it is giving, then give generously; if it is to lead, do it diligently; if it is to show mercy, do it cheerfully.”

Romans 12:6-8 NIV

Christian Village Communities (CVC) is blessed with many residents, staff and administration that let their many different gifts collectively make our community a great place to live, work and thrive. Living our core values, the R.I.T.E way (tickler for you to read Larry’s message). I believe decision driven by data provides a map to help us check if we are heading in the right direction. CVC continues to head in the right direction.

CVC data shows our facilities, The Christian Village at Mason and The Christian Village at Mt. Healthy, consistently exceed industry averages on multiple measurable factors that define operations. Teamwork amongst our dedicated staff and administrators during these challenging times achieved positive results, again!

We ended the 2022 financial year on solid ground. These positive results will provide the foundation to move forward with plans for our Mason & Mt. Healthy campuses. Again, we will look at the data, check our alignment with the Strategic Plan, call on the many gifts our associates provide and pray for guidance that honors God.

I want to Thank You for your being a part of the team, sharing your gifts with us and others!

On behalf of our Board, I ask for your continued support, prayers and blessings you faithfully share for Christian Village Communities. We continue to lift you, your families and your gifts up in prayer and ask that God continue to bless and protect you, our staff and community.

In Christ!

A handwritten signature in black ink, appearing to read 'H.C. Snyder III'.

Harry C. Snyder, III
Chair of the Board

Larry Monroe, President, CEO

Core Values - Lighting Our Way



Several years ago, the management team and board of directors engaged in a deep dive into planning for our future. We established a Strategic Plan to guide us through a list of goals and objectives for the organization. There were five key initiatives to that plan, including fiscal strength and expense management, branding and marketing, wellness and fitness, and technology. The fifth pillar was to establish ourselves as an employer of choice. To accomplish each key initiative there was a list of goals and directives. It was at about this same time that CVC established our Core Values. We chose the acronym “RITE” and the slogan, “Doing Things the RITE Way.” “RITE” stands for Respect, Integrity, Teamwork and Excellence.

The Core Values have helped to keep us on course, especially through the most difficult past three years. They have become both a guiding light, illuminating the way ahead during turbulent times, and a lighthouse, protecting us against perilous rocky shores and straying off course.

The core value of RESPECT guides us in our interactions with everyone. It causes us to continually assess our motives and actions, to be certain that we put others before ourselves and edify those with whom we interact daily. We ask ourselves how we can contribute to making each day a little brighter for our residents, family members, and our fellow teammates.

The core value of INTEGRITY is our moral and ethical compass, keeping us on course in character, word, and deed. We believe that if we apply integrity to every situation, it will help to keep us upright before each other and our God.

The core value of TEAMWORK is the glue that binds the organization together. We do not exist for our own personal good or success, but for the ultimate mission of the ministry. Rank does not have privilege at CVC, whether it's the CEO or the housekeeper, we work hand in hand supporting each other for the good of the cause.

The core value of EXCELLENCE is intentionally broad and over-arching. If we face each day with the goal of excellence, we will always work at our best and we will inspire others around us to do the same. We strive each day to work as though we are working not just for a company and for a paycheck, but for the Lord.

As a part of this year's Annual Report several of our senior leadership team members elaborate on each of our four Core Values, as well as something else foundational to these values, our “Non-negotiable Traits.” I hope you enjoy each leader's insight into the essential role our Core Values play in our overall success.

To our donors, we thank you for your support. You are a constant source of encouragement and energy for each of us endeavoring in this ministry. Ralph Waldo Emerson once said, “When a happy person comes into the room, it is as if another candle has been lit.” You are the candle that lights our hearts.

1

Respect

Core Value #1

By Bob Slade, VP of Operations

Respect is defined as appreciating all people, their work, and their ideas.

Delivering care to our residents is an honor and privilege and it starts with respect. Respecting who they are as a person, what they have accomplished in their lifetime and what they mean to our mission are just a few ways we show respect to our residents.

I recall meeting a resident that was a pilot in World War II. He shared photos of the plane he flew and the honor he had serving our country. The stories were amazing and just listening to this gentleman share his experiences, I could sense his energy level go up, and his face and eyes brightened throughout our exchange. It was a few minutes invested in my day that truly lifted my spirits as well. Interactions like this happen frequently in our communities, and the conversation I had that day with that veteran was an experience I will remember forever.

Respect also applies to our team members. We are all part of a team that works together to provide resident care and services 365 days a year. Each department

plays a critical role, requiring each team member to respect and appreciate each other's work. Respecting each other at work can be as simple as saying good morning, taking a few minutes in the day to help with a task or just listening to someone for a few minutes. By respecting each other at work we can accomplish so much more for our residents.

Another interesting thing about respect is that it is contagious. Who isn't inspired by a display of respect between two human beings? Residents, their families, our donors, our vendors, and others all pick up on displays of mutual respect. We frequently receive compliments on how well our teams work together, and this crosses departmental lines as well.

Another part of respect deals with ideas. Over my 12 years with Christian Village Communities, I think of all the ideas from residents, team members and even families. From some of those ideas came opportunities for improvement, or a capital investment to enhance our communities or services. It all started with showing respect by being present in a conversation and listening carefully and completely.

2

Integrity

Core Value #2

By Susan Myers, VP of Health Services, Compliance and Analytics

Integrity means being honest and having strong moral principles. A person with integrity behaves ethically and does the right thing, even behind closed doors when no one is looking. Integrity at work is about more than just honesty and respect. If an organization has a true culture of integrity, that means employees take their commitments seriously, are proactive when they don't understand their responsibilities, and ultimately, are accountable for their results.

Workplace integrity means that we want to succeed, grow, and maintain ethical practices. When employees have integrity, companies and their teams can operate smoothly.

Integrity also keeps customers happy, reduces employee turnover, and improves productivity. Integrity leads employees to be honest about what they accomplish and ask for guidance when they have questions. That means fewer missed deadlines and less employee burnout.

Team members with integrity express gratitude for others, value honesty and openness, take accountability

for their actions, respect others, help those in need, demonstrate reliability and show patience and flexibility even when in a challenging situation.

Clearly, a culture of integrity can help an organization reach its goals while creating a better workplace for its employees. Integrity in the workplace is essential to building trust with your colleagues and customers. It's also integral for making ethical decisions and addressing challenges calmly and purposefully.

When Christian Village Communities' team members possess integrity, it helps to foster a positive workplace culture, one where there is open communication, good decision making, and a strong moral compass guiding all decisions and actions. A culture where people want to work, want to succeed, and want to stay. Which in turn makes our community a safe home for our residents to be cared for and supported. Residents count on us to do what we say we will do, and they can count on us to foster this important core value within all of our teammates.

3

Teamwork

Core Value #3

By Tracey Bray, VP of Human Resources

Nowhere is teamwork more important than in a Senior Living Community, and at Christian Village Communities we take our responsibility to work together very seriously. We start by asking each new hire to "commit to being a team member".

Norman Shidle, author of Formula for Harmonious Action, was quoted as saying, "A group becomes teammates when each member is sure enough of himself and his contribution to praise the skills of the others." I believe this means that to be a significant part of a team you must feel enveloped by the team, supported by the team, and feel a collective responsibility for the overall well-being and success of the team. When you truly believe that your role really matters, you are more likely to reach higher and work together to support the unified goal. You can look beyond yourself and easily feel confident to help lift your coworkers.

Great teams motivate each other, cheer each other on, work through failures together, and celebrate collective achievements. They share knowledge and skills

which improve the overall abilities of the team. Great teams inspire creativity, loyalty, and capitalize on the strengths of the individuals. Teamwork creates higher levels of productivity and efficiency.

We have many great teams at Christian Village Communities, defined by the departments in which we work. Regardless of how we view our team or how we view ourselves on the team, our individual efforts are consistently part of a greater objective to achieve the one goal that we all have in common, which is best presented in the phrasing of our mission statement, "We are committed to serving each person as though they were our own family with love, compassion, and excellence."

Vickie Brashear, CFO



Growing our mission while achieving financial stability during and after COVID...

As far back as 2017 I discussed the importance of growing our cash reserves to protect our mission from unexpected shortfalls in revenues or increases in expenses that can devastate an organization. At that time I had no idea what was about to hit us. COVID was something that no one expected. Many not-for-profits and for-profit organizations have suffered and did not survive COVID. We have seen an unprecedented number of buyouts and mergers in our industry recently and are expecting many more in the not-so-distant future. While it is important to continue to grow our mission, it is equally important to do so in a way that ensures financial stability during periods of economic volatility.

At the end of 2019, just before COVID, we had cash of \$10 million and net assets of approximately \$1 million. In the three years from 2020 through 2022, amid COVID, we were able to increase cash to \$14 million and increase net assets to \$6.7 million. Even though revenues dropped, and expenses increased during this period, we were able to utilize COVID grant funding to help us through this exceedingly difficult time. By the end of 2022 we were able to see our census returning to normal occupancy levels. However, high inflation rates and increase in wages and other expenses as a result of COVID are continuing into 2023. With the staffing shortages putting pressure to increase wages and the high inflation rates, we see controlling expenses as one of our primary concerns going forward. While the pandemic is officially slated to end in 2023, we believe we will feel the effects for many more years to come.

We have adopted the strategy of investing in growth opportunities that require the lowest financial investments and carry the lowest risk. Our strategic model looks at which services are necessary to support our communities while focusing on services that we are the best at providing. In 2022 we started exploring the opportunity for providing hospice services to our residents. This seemed to be a service that we are already very well suited to provide given our skilled nursing experience. While much of the preliminary work was completed in 2022 for the Christian Village Hospice program, the actual licensure process will be completed in 2023. We are extremely excited about this program. It will allow us to ensure our residents receive excellent care during the most fragile time in their lives, while also helping us to grow our mission.

We have also started pursuing the development of the 10 acres of land that we purchased from the Church of Christ in 2017. Our approach to this development also incorporates our strategy of opportunities that require the lowest financial investments and carry the lowest risks. We are planning the construction of a new independent living development that will be structured the same as our current Garden Homes with entrance fees that will help fund the project. The development will be completed in stages to reduce the amount of financial investment necessary at one time and to help lower the risk. This is another project that we are extremely excited about, and we hope to break ground in 2023.

Imagine being given the opportunity to make a difference in people's lives through our work. We believe we have a mission growth and financial stability strategy that, with God's help and continued blessings, will allow us to accomplish this.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	<u>12/31/2022</u>	<u>12/31/2021</u>
<u>Assets</u>		
Cash and cash equivalents	\$ 13,999,372	\$ 11,308,479
Investments	1,458,196	1,730,133
Resident accounts receivable	865,125	1,479,994
Life endowment receivable	199,751	352,966
Prepaid and other assets	360,785	314,678
Deposits	775,928	678,494
Property and equipment - Net	39,336,898	38,689,004
Operating rights	330,000	330,000
Land held for development	987,923	987,923
Total assets	<u>\$58,313,978</u>	<u>\$55,871,671</u>
<u>Liabilities and Net Assets</u>		
<u>Liabilities</u>		
Accounts payable	1,316,059	1,199,825
Accrued expenses	1,992,574	1,851,074
Refundable deposits	767,635	673,293
Gift annuities	-	-
Refundable life endowment deposits	15,488,693	15,226,101
Deferred revenue from life endowment deposits	10,927,550	10,933,697
Notes payable	<u>21,142,633</u>	<u>21,463,285</u>
Total liabilities	51,635,144	51,347,275
<u>Net Assets</u>		
Unrestricted	6,087,069	4,178,562
Temporarily restricted	<u>591,765</u>	<u>345,834</u>
Total net assets	<u>6,678,834</u>	<u>4,524,396</u>
Total liabilities and net assets	<u>\$58,313,978</u>	<u>\$55,871,671</u>

CONSOLIDATED STATEMENT OF ACTIVITIES

	<u>12/31/2022</u>	<u>12/31/2021</u>
<u>Unrestricted Revenue and Gains</u>		
Independent living	\$5,407,104	\$5,150,424
Health center	19,403,001	17,196,320
Assisted living	5,264,762	4,118,877
Maintenance fees	3,154,277	2,991,890
Amortization of life endowment deposits	1,277,357	1,184,119
Contributions	389,021	1,192,477
Investment income	170,043	432,005
Other fees and income	1,016,889	349,693
Net assets released from restrictions used in operations	<u>109,240</u>	<u>405,315</u>
Total unrestricted revenue and gains	36,191,694	33,021,120
<u>Expenses</u>		
Resident services	907,469	758,208
Health center & assisted living	16,137,963	14,950,689
Food and beverage services	3,459,039	3,069,640
Environmental services	993,299	897,453
Plant	3,969,589	3,537,899
General and administrative	4,516,099	4,135,724
Depreciation and amortization	3,352,643	3,142,165
Interest	<u>947,086</u>	<u>1,489,147</u>
Total expenses	<u>34,283,187</u>	<u>31,980,925</u>
Operating Income	1,908,507	1,040,195
Excess of Revenue Over Expenses	\$1,908,507	\$1,040,195
Net Change in Temporarily Restricted Activities	<u>245,931</u>	<u>(91,458)</u>
Total Activities	<u>\$2,154,438</u>	<u>\$948,737</u>

The preceding financial information was summarized from the consolidated financial statements of The Christian Benevolent Association of Greater Cincinnati, Inc. and Related Entities for the years ended December 31, 2022 and 2021.

Excellence

Core Value #4

By Julie Nagele, CVMH Executive Director

The CVC Core Value of excellence is described as “leading in quality through service, expertise, and innovation.” Maintaining excellence involves putting our whole heart into the work we do, knowing what we do matters to God and others.

Pursuing excellence requires commitment and hard work from every team member. To encourage that, leadership sets high standards for the team and holds each member accountable to meeting those standards. Leadership sets the example that true excellence is reached not simply by maintaining the standards but by striving to surpass them. We want not only to meet expectations, but to beat them.

Christian Village Communities (CVC) is committed to serving the whole person by employing compassionate professionals who provide the highest quality person-centered care to our residents and support to their families, in mind, body and spirit. We enrich the lives of our residents by providing activities that foster relationships that encourage fulfilling and rewarding

life experiences. When the service we provide requires the expertise of other companies, CVC maintains partnerships that will embrace excellence and enhance the care we offer to our residents.

To maintain our Core Value of excellence we are clear on the organization’s vision, purpose, and meaning. With that clarity, we can create highly collaborative teams that produce results that exceed the mere sum of their parts. In return, employees will be happier and more fulfilled in the work environment, which encourages a good work ethic. They desire to produce excellent results when leadership is working toward the same goal.

We always strive to achieve excellence when providing care to our precious residents so that they thrive in our care. We have achieved this for nearly 60 years with the guidance of our Heavenly Father. We are His instruments to provide excellent care to those we serve while showing the compassion of Christ.

CVC’s Non-negotiable Traits

By Lizz Stephens, VP of Marketing and Business Strategy

There are traits that are common among successful people. At CVC, we call these non-negotiable traits. They are the foundation to our Core Values. These non-negotiable traits demonstrate an understanding of our mission, vision, and values and we believe they are key to our success, a form of bottom-line expectations. These traits are:

- **Be Trustworthy**
- **Be a Team Player**
- **Be a Good Communicator**
- **Be Professional**
- **Be Positive**

Hiring the right people is challenging. Our managers must evaluate a candidate’s qualifications to do a job evidenced by relevant past work experience and success. They also must assess whether a candidate will be a good fit in our culture. These more personal factors are found in our non-negotiable traits. It is so important to hire employees that believe in and exhibit these traits, especially in the senior living industry.

Our communities are home to approximately 600 senior adults. We consider it an honor and a privilege to provide them with award-winning senior living and care. Residents deserve only the very best. We serve each resident as though they were our own family with love, compassion, and excellence. Non-negotiable traits help this mission to be accomplished.

We often hear from residents, family members, and visitors that there’s something about our communities that just feels good and feels like home. That intangible feeling is a direct result of a culture that upholds our non-negotiable traits create.

Throughout the course of our fiscal year there are many important projects considered and undertaken. Our foundational, non-negotiable traits tend to be the bedrock upon which decisions are made and these projects are implemented. Living our non-negotiable traits in the course of carrying out our mission will always be a cornerstone of our success and to our competitive edge!



Serving with Excellence Reflecting Jesus' Compassion

The Christian Village at Mt. Healthy

Julie Nagele, Executive Director, LNHA
Kristyna Goins, Director of Marketing
8097 Hamilton Avenue
Cincinnati, Ohio 45231
(513) 931-5000
www.christianvillages.org

The Christian Village at Mason

Bob Slade, V.P. Operations, LNHA
Lizz Stephens, V.P. Marketing & Business
Strategy
411 Western Row Rd.
Mason, Ohio 45040
(513) 398-1486
www.christianvillages.org



Christian Village Communities Corporate Office

President & Chief Executive Officer
Chief Financial Officer
Executive Director, CVMH
Vice President, Operations
Vice President, Mktg & Business Strategy
Vice President, Human Resources
Vice President, Health Services
Executive Assistant

Larry D. Monroe
Vickie Brashear
Julie Nagele
Bob Slade
Lizz Stephens
Tracey Bray
Susan Myers
Amie Kocher

513-701-3448 larry.monroe@christianvillages.org
513-800-1674 vickie.brashear@christianvillages.org
513-728-6607 julie.nagele@christianvillages.org
513-701-3425 bob.slade@christianvillages.org
513-701-3408 lizz.stephens@christianvillages.org
513-701-3401 tracey.bray@christianvillages.org
513-701-3449 susan.myers@christianvillages.org
513-701-3448 amie.kocher@christianvillages.org