## 2023 Annual Report — **BOARD CHAIR LETTER**



Karl Ulrich, Board Chair

As Chair of the United Church Homes Board of Directors, it is my pleasure to share my reflections on a busy 2023. Every year presents new challenges and opportunities, and 2023 was certainly no different. Overall, 2023 was also a year of recovery and renewed strength. Through it all, UCH has remained fiercely dedicated to its core mission. This is possible because of UCH's greatest strength - its

people. In 2023, teamwork, creativity and dedication to mission were once again on full display.

In 2023, UCH substantially improved its overall financial performance despite lingering post-COVID headwinds. UCH revenue performance was

strong due to improved occupancy in many communities and effective cost management across the organization. Nonetheless, UCH made the difficult decision to divest itself of The Fairhaven Community. While difficult in the extreme, the move enables UCH to continue to grow and innovate in response to rapidly changing market conditions.

The organization continued to build community, innovate and collaborate – key components of UCH's longer-term strategic plan. UCH is proud to be one of the founding members of the new Radiant Alliance, a collaboration of organizations in the supportive care and housing sectors. Radiant Alliance is an entirely new and unique business model. This alliance will craft innovative solutions for aging Americans and others with complex health needs. Through Radiant Alliance and other efforts, UCH will also continue to expand its low to middle-income housing offerings to serve those who too frequently are left without affordable options. Radiant Alliance will enable UCH, in collaboration with like-minded nonprofits, to reach new in-need populations.

UCH also continued to expand its creative NaviGuide service line in addition to acquiring two home health licenses. This acquisition will enable UCH to develop and grow new in-home healthcare services. UCH has implemented and grown a human-centered design project to involve its stakeholders, especially residents and staff, in crafting innovative technologies and growing philanthropy.

UCH continued to make progress in developing and managing its human resources. The organization continues to advance its Diversity, Equity and Inclusion program and its living wage benchmarks to increase starting wages to higher levels. UCH has also added cadre of talent by adding even more high-level expertise to all areas of the organization.

In 2023, the Board was pleased to promote Rev. Ken Daniel to CEO of both UCH and Radiant Alliance. At the same time, the Board was pleased to promote Ken Young to President of UCH. This leadership restructure recognizes the increasing importance of Radiant Alliance to the long-term growth and development of UCH. Even more, the Board's action honors the talents of two of the most remarkable leaders with whom I have had the pleasure of working.

On behalf of the UCH Board of Directors, I want to again thank all of the donors, volunteers, staff and leadership of UCH for their dedication to this important work. May God continue to bless this ministry and all those whom we serve.

Karl Ulrich, Chair, Board of Directors

#### 2023 Board of Directors

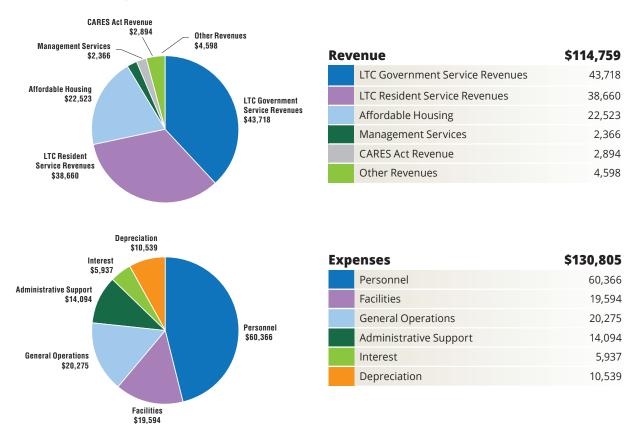
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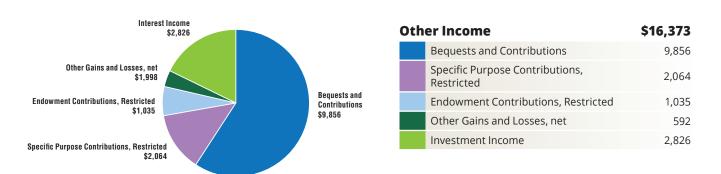
## **Financial Overview**

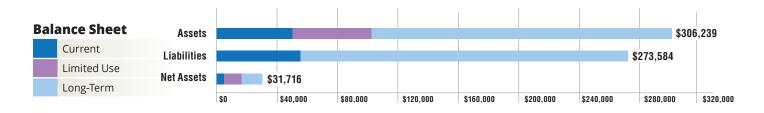
For the 12 months ending December 31, 2023

Financial data relating to United Church Homes, Inc., and affiliates has been combined with data of several partners and service lines, including long-term care (LTC) communities, affiliated housing entities, central office, advancement, the Ruth Frost Parker Center for Abundant Aging, United Church Homes Management, Inc.

(all numbers are shown in thousands)







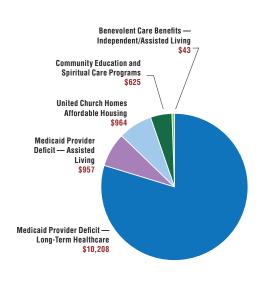
## **Uncompensated Care**

For the 12 months ending December 31, 2023

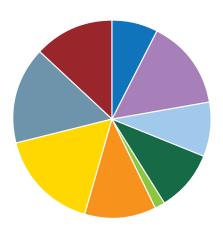
United Church Homes has been celebrating the Spirit of older adults for more than a century. The nonprofit, faith-inspired organization is one of the nation's largest providers of senior living services, with more than 1,800 dedicated staff serving about 9000 residents in its owned and managed communities. The UCH network extends to more than 90 senior living communities in 15 states and two tribal nations. UCH is in covenant with the United Church of Christ and welcomes residents of all faiths.

Through our residential services, in 2023, we provided over \$12 million of uncompensated charity care that was not reimbursed by user fees or government funding. (all numbers are shown in thousands)

#### **Uncompensated Charity Care** \$12,797 Medicaid Provider 10,208 Deficit — Long-Term Healthcare Medicaid Provider 957 Deficit — Assisted Living **United Church Homes** 964 Affordable Housing Community Education 625 and Spiritual Care **Programs** Benevolent 43 Care Benefits — Independent/Assisted Living



#### **Uncompensated Care** \$10,519 Affordable Housing 964 The Chapel Hill Community 1.888 The Fairhaven Community 1,124 The Four Winds Community 1,279 The Glenwood Community 215 The Harmar Place 1,506 The Parkvue Community 2,096 The Trinity at Beavercreek 2,027 The Trinity at Fairborn 1,656 Provider relief funding revenue \$2,236



#### 2023 Senior Leaders

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# NAMED ENDOWMENTS

**United Church Homes'** mission is realized through our legacy endowment gifts. We recognize our Pillar Society donors who have established a named endowment that provides support for its designated purpose in perpetuity.

#### The Jeanne M. & Maynard J. Aldridge **Endowment Fund**

Benevolent Care, The Chapel Hill Community

#### The Jack & Betty Bailey & Cynthia Bailey Kennett Endowment Fund

Benevolent Care, The Chapel Hill Community

#### The Magdalena B. Bartsch Endowment Fund Benevolent Care, The Trinity Community

of Beavercreek Dr. J. Albert Beam & Dr. Lillian E. Beam

# **Endowment Fund**

Benevolent Care. The Trinity Community of Beavercreek

#### The Rev. & Mrs. Robert F. & Elizabeth H. Beck **Endowment Fund**

Benevolent Care. The Chapel Hill Community

#### The Thomas J. & Rosanna M. Becker **Housing Endowment Fund**

Housing Needs, Housing Services

## The Harold Behnken Trust Endowment

Needs of Parkvue. The Parkvue Community

#### The Laurence A. & Karen E. Bettcher **Endowment Fund**

Benevolent Care, The Parkvue Community

#### The Burlin B. & Vera K. Brombaugh Landscaping & Maintenance

Landscaping, The Trinity Community of Beavercreek

#### The Bruce R. & Ruth E. Burgan **Endowment Fund**

Rehabilitation Services, The Chapel Hill Community

#### The Thomas A. & Kathryn E. Coons **Endowment Fund**

Benevolent Care, The Chapel Hill Community

#### The Joan R. Coulter Landscaping & Horticultural Endowment Fund

Landscaping and Horticulture.

The Parkvue Community

#### The Joan R. Coulter Nursing Scholarship Named Endowment Fund

Nursing, United Church Homes

#### The Robert G. & Eleanor W. Diller **Endowment Fund**

Benevolent Care. United Church Homes

#### The Walter & Philamine Duibley **Endowment Fund**

Benevolent Care, The Trinity Community of Beavercreek

#### The Joan Ernst Endowment Fund

Benevolent Care. The Chapel Hill Community

#### The William O. & Janet O. Fahrenbruck **Endowment Fund**

Benevolent Care, The Fairhaven Community

#### The Grace V. Finney Endowment Fund

Benevolent Care. The Chapel Hill Community

#### The Fishel Endowment Fund

Benevolent Care, United Church Homes

#### The Friends of Chapel Hill Community **Chaplaincy Endowment Fund**

Chaplaincy Needs. The Chapel Hill Community

#### The Glenwood Community Endowment Fund

The Glenwood Community Operation, The Glenwood Community

#### The Isabel & Muriel Heid Endowment Fund Benevolent Care, The Chapel Hill Community

## The Vernon A. & Hester B. Horst

**Transportation Endowment Fund** Transportation and General Maintenance Needs,

The Parkvue Community

#### The William Boyd & Sarah Albert Huff **Endowment Fund**

Specialized Training, Uniforms, Awards, Continued Professional Growth and Tuition Reimbursement for Staff, The Chapel Hill Community

#### The Delmar & Miriam Indorf Endowment Fund Benevolent Care, The Chapel Hill Community

The Robert L. & Margaret A. Keener

#### **Endowment Fund** Benevolent Care, The Chapel Hill Community

The William A. and Wanda J. Kroft

## **Endowment Fund for Chapel Hill Community**

Chapel Hill Operations, The Chapel Hill Community

#### The Helen E. Kurt Endowment Fund

Benevolent Care. The Fairhaven Community

#### The Kutschbach Family Endowment Fund for Leadership Development

Board Development, United Church Homes

#### The John D. Sr. & Mina K. Luecke **Endowment Fund**

Benevolent Care, United Church Homes

#### The Naomi Ruth Hegnauer Martin **Endowment Fund**

Benevolent Care, The Chapel Hill Community

#### The Philip E. & Mary M. Maurer **Endowment Fund**

Benevolent Care, The Fairhaven Community

#### The David & Ann Nice Memorial Fund for Endowment

Benevolent Care. United Church Homes

## The Parkvue Community Projects Endowment

Aquatic Center & General Support of Operations, The Parkvue Community

#### The Pieper Family Named Endowment Fund Benevolent Care, United Church Homes

#### The Anna Louise Prentice Endowment Fund

Benevolent Care, The Fairhaven Community

#### The Wayne H. & Patricia A. Pressler **Endowment Fund**

Benevolent Care. The Chapel Hill Community

#### The Ralph C. & Sue Quellhorst Program for **Leadership Development Endowment Fund**

Educational and Staff Leadership Development Missions, United Church Homes

#### The John Rainey & Gene Finnegan Landscaping & General Maintenance **Endowment Fund**

Beautification of the Grounds. The Parkvue Community

#### The Dale H. & Kathryn Sanders Rieder **Endowment Fund**

Benevolent Care. The Chapel Hill Community

## The Glenn & Mildred Royer Endowment Fund

Benevolent Care, The Chapel Hill Community

## The Sawmiller Family Endowment Fund

Benevolent Care, The Trinity Community of Beavercreek

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Benevolent Care, The Fairhaven Community

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Specialized Training, Awards, Continued Professional Growth and Tuition Reimbursement, United Church Homes

#### The Rev. & Mrs. Theodore Schory **Christian Ministry and Pastoral Care Endowment Fund**

Spiritual Life through Christian Ministry, United Church Homes

#### The Emma C. Smith Endowment Fund

Benevolent Care, The Chapel Hill Community

#### The Louis & Mary Anna Speller **Endowment Fund**

Eden Program (Animal and Plant Program), The Trinity Community of Beavercreek

#### The Louis & Mary Anna Speller **Endowment Fund**

Benevolent Care. United Church Homes

#### The Ruth A. Stonebrook Endowment Fund Benevolent Care. The Chapel Hill Community

#### The Stubbs Endowment Fund

Uniforms & Employee Incentive Programs. The Fairhaven Community

#### The Gertrude Stubbs Transportation **Endowment Fund**

Transportation Needs,

The Fairhaven Community

#### The Sherman & Dorothy Stryker **Endowment Fund**

Benevolent Care, The Trinity Community of Beavercreek

#### The Charlene Thornburg Endowment Fund

Benevolent Care. United Church Homes

#### The Uberta Family Named Endowment

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Benevolent Care, United Church Homes

#### The E. Kathryn Wadsworth **Endowment Fund**

Benevolent Care, United Church Homes

#### The Robert & Betty Walker **Endowment Fund**

Benevolent Care, The Parkvue Community

#### The Ruth E. Webster Endowment Fund

Alzheimer & Sub Acute Units Specialized Care, United Church Homes

#### The Marian Whitney Music **Entertainment Endowment**

Special Music for Residents, United Church Homes

#### The Alfred A. & Frances A. Wilhelm **Endowment Fund**

Benevolent Care, United Church Homes

#### The Wolsdorf Memorial Endowment Fund

Benevolent Care, United Church Homes

#### The Ernest W. & Karen B. Wood **Endowment Fund**

Professional Advancement for UCH Gift Planning Staff, United Church Homes

#### The Freda J. Zieber Endowment Fund

Benevolent Care, The Parkvue Community

## The Lowell & Marian Zechiel

**Endowment Fund** 

Benevolent Care, The Fairhaven Community

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