

BRIDGEWATER RETIREMENT COMMUNITY

energy FOR LIFE

2023 IMPACT AND WELL-BEING REPORT



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– Rodney Alderfer



FROM THE PRESIDENT

Dear Friends,

This past year at Bridgewater Retirement Community was truly exceptional! I'm thrilled to present the 2023 Impact and Well-Being Report, showcasing our achievements throughout the year and championing our vision for holistic well-being.

Undoubtedly the biggest story of the year, the Crist Farm Walking Trails opened in the fall after several months of construction. Now that the trails are fully operational, BRC remains dedicated to further improving the surrounding areas; such improvements will include a bluebird trail, native wildflower meadow, and more. The trails serve as a symbol to our commitment to fostering vitality, purposeful living, and community engagement. If you haven't had the opportunity yet, we extend a warm invitation for you to explore and enjoy the trails!

This year we also initiated a shift in our leadership structure to enhance the overall well-being of everyone on campus. Laura Spicer was recently appointed Vice President of Well-Being—her dynamic Well-Being Team will unite Life Enrichment, Fitness, Technology Education, and Spiritual Life, all working to ensure BRC remains at the forefront of wellness innovation and empowering our residents to thrive.

Many programs were introduced at BRC in the past year and will continue to evolve, enhancing the well-being of our residents. Many of these initiatives were made possible through innovation grants funded by the LiveWell Campaign. Just a few among many include the BRC Farmer's Market, Opening Minds Through Art Program (OMA), Senior Prom, Tovertafel, and more. I can't wait to witness the growth and success of these programs as they continue to flourish.

BRC's unwavering commitment to culture and workforce development was recognized last year when, for the first time, we were nominated as the Best Company to Work For in the Daily News Record's Best of the Valley competition. Our team member retention rate has continued to improve, and the success of Culture University is evident through impactful orientations, specialized training, and events held across the campus.

I extend my heartfelt appreciation to residents, families, team members, volunteers, and supporters who have been instrumental in the success of BRC. Your ongoing support is irreplaceable, and without you, none of our achievements would be possible. Thank you for being an integral part of our journey.

Sincerely,

Rodney D. Alderfer
President | Bridgewater Retirement Community



On the cover: Independent Living Residents Paul Graham, Sue Overman, Tom Wheatley, and Sharon McCafferty enjoy the Crist Farm Walking Trails.

Who We Are

Our Mission:

Promoting an engaging lifestyle within our compassionate community

Our Vision:

Enhance and energize healthy living

BRC COMMUNITY BY THE NUMBERS*

567
RESIDENTS

353 Independent Living
63 Assisted Living
26 Memory Support
125 Nursing Households

459
TEAM MEMBERS

**Numbers represent census at the end of the 2023 fiscal year.
Team members include full-time, part-time, and PRN/As needed.*

BRC is a vibrant nonprofit Life Plan Community in the heart of the Shenandoah Valley with a vision to enhance and energize healthy living for our residents and seniors throughout our region. Guided by our core principles of **compassion**, **innovation**, and **stewardship**, we offer the environment, support, and opportunities that empower residents to make the most of every day.

As a Life Plan Community, we offer a continuum of support through four levels of living: Independent Living, Assisted Living, Memory Support, and Nursing Households. But no matter the level, all residents benefit from an environment optimized to enhance their self-agency and dignity. And all BRC residents enjoy the security of our **Home No Matter What Promise**, which ensures we will never ask them to leave because they have exhausted their financial resources.

And we're more than just a great place for older adults to thrive! We're also:



An amazing place to work with competitive pay, generous benefits, and an intentional workplace culture built on the principles of servant leadership.



A trusted community partner with deep connections and a reputation for strong support for other area causes



A cause worthy of support. Our Home No Matter What Promise is made possible by generous contributions to the BRC Foundation.



IMPACT

Well-Being Team



Laura Spicer
VP of Well-Being



Laura Powell
Director of Life Enrichment & Volunteer Services

Life Enrichment Team



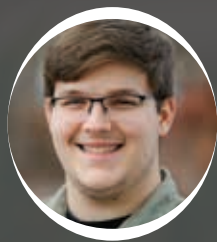
Kristin Shifflett
Fitness Coordinator

Fitness Team



Russ Barb
Director of Spiritual Life

Spiritual Life Team



Reece Adkins
Technology & Education Specialist

We shook things up this year by reimagining our leadership structure to better support the well-being of everyone on campus. Leading the charge is Laura Spicer, our newly appointed Vice President for Well-Being. Under her guidance, we've formed the dynamic Well-Being Team, uniting our Life Enrichment, Fitness, Technology Education, and Spiritual Life teams with one common goal.

By bringing together Laura's leadership and the expertise of our Well-Being Team, we're ensuring that BRC stays ahead of the curve in wellness innovation. Together, we're empowering residents to thrive, embracing vitality and purpose in every aspect of their lives, and enriching the vibrant community experience here at BRC.



IMPACT

Brand

Unveiled in January 2023, BRC's marketing team launched a brand-new website. This exciting, months-long project gave us the opportunity to redefine what "energy for life" looks like online. The sleek design and user-friendly interface not only showcase our community but truly brings our brand to life. We invite you to explore, engage, and embrace the energy that defines BRC, now woven into our online presence. Welcome to a new era of connectivity and vitality at BRC!



Impact Measured:

BRC's dedication to providing the best senior living experience pays off – both in regional and national acknowledgements and accolades. Here are just a few ways BRC was recognized this year:



2023 ICAA NuStep Pinnacle Award



Best of the Valley Daily News-Record

Best Retirement Community, Best Assisted Living, Best Nursing Home, Best Physical Therapy
Finalist for Best Company to Work For (for the first time ever)



Five-Star Medicare Rating



U.S. News & World Report

Best Continuing Care Retirement Community
Best Independent Living
Best Assisted Living
Best Memory Care
Best Short-Term Rehabilitation



Best of Virginia Virginia Living
Best Retirement Community in the Shenandoah Valley



Four-Star Charity Charity Navigator

IMPACT

Culture & Workforce Development

BRC was proudly nominated Best Company to Work For in 2023, a remarkable first-time recognition bestowed by local voters of the Daily News Record's Best of the Valley competition. This serves as evidence of BRC's unwavering commitment to fostering a vibrant culture and nurturing workforce development.

Last year, BRC held a 49% retention rate and supported various training opportunities including transformative Action Pact workshops, enlightening Lunch & Learn sessions, an immersive Household Leadership Retreat and several orientations and Culture U refreshers. Topics covered included person-first initiatives, leading households and culture, motivating others, and much more!



TEAM MEMBER DEVELOPMENT:

- 306 participated in Culture Orientation
- Over 6,000 hours of team member training, collaboration, and connection in Culture U
- 29 internal promotions



WORKFORCE DEVELOPMENT:

- 22 CNAs and 5 Med-Aides trained by BRC
- 50 clinical students from Massanutten Technical Center and Blue Ridge Community College conducted clinical rounds.



2023 SCHOLARSHIP RECIPIENTS:

- | | | |
|---------------------|-------------------|-------------------|
| • Anne O'Donohue | • Alieva Lewis | • Angela Tolando |
| • Odesa Elezi | • Carolina Evans | • Michelle Jurado |
| • Ganna Krot | • Amber Halterman | • Ashlyn Lewis |
| • Natalia Alcantara | • Maria Jurado | • Katelyn Stone |
| • William Rapisardi | • Ethel Kimmell | |

Plus, scholarships awarded through Rockingham Education Foundation, Harrisonburg Education Foundation, and Blue Ridge Community College



IMPACT
Walking Trails

On October 5, 2023, BRC celebrated the grand opening of the Crist Farm Walking Trails with a dedication ceremony with residents, team members, project partners, and other community members all in attendance.

The walking trails are open daily from dawn to dusk and located off Will Lane adjacent to Oakdale Park in Bridgewater. The 20-acre nature area contains approximately 1.2 miles of ADA-accessible walkways, overlooks, a labyrinth, a wildflower meadow, and much more!

The trails were made possible by a generous contribution from BRC residents Edgar and Kathy Simmons, while the land was donated by Paige and Ann Will back in 2000. Carrie Budd, Vice President for the BRC Foundation worked on this project since its early conception and highlighted the importance the trails bring to the community stating, "We know how important environmental wellness is to lead an active and engaged life. This addition to our campus will provide residents at all levels of living the opportunity to spend time outdoors exploring, picnicking, birdwatching, spending time with family, and more."

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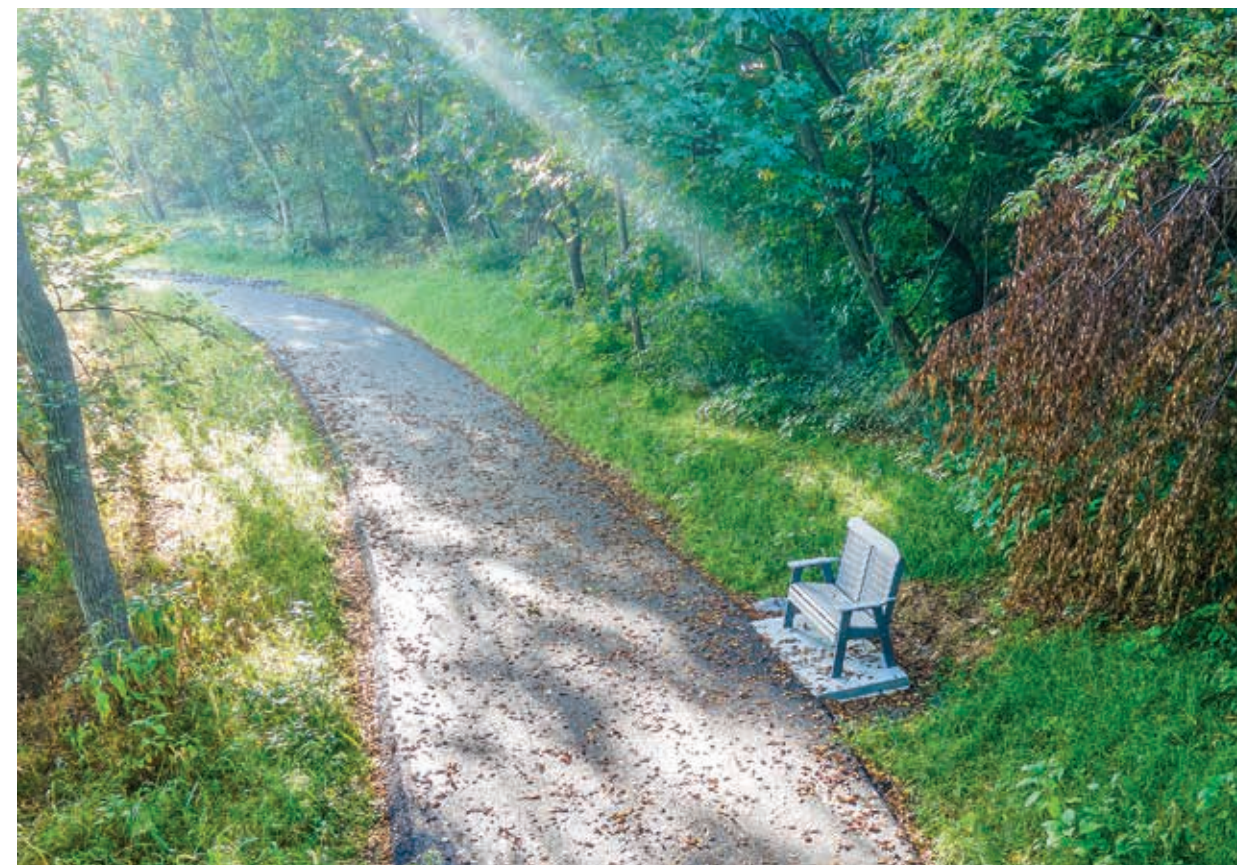
WALKING TRAILS [continued]

Now that the walking trails are up and running, BRC continues to work on enhancing the area. A resident-led committee plans to establish a bluebird trail, and BRC is partnering with The Natural Garden to continue creating an expansive native wildflower meadow on the property. President Rodney Alderfer expressed, "We want this natural area to be a resource for our entire community. We love the idea of elementary school kids coming on field trips, nature lovers exploring the site, and Bridgewater College classes coming as well. And our residents are hungry for a place to walk close by where they can experience nature."



The Crist Farm Walking Trails wouldn't be possible without the wonderful partnership of Harrisonburg's Monteverde Engineering & Design Studio, Momentum Earthworks, and the Town of Bridgewater (for planning and providing access via the Gen Oak Connector). The trails signify BRC's commitment to promoting vitality, purposeful living, and community engagement. And if you haven't already, we invite you to explore and enjoy the trails!

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The success of the walking trails relies on the continued involvement and valuable insight of BRC residents. Resident-led committees including a Wellness Committee, an Education & Outreach Committee, and a Natural Habitat & Plantings Committee provided guidance and vision throughout the construction of the trails.





well-being

noun

the state of being comfortable, healthy, or happy.

The following pages highlight new programs brought to life at BRC aimed at enhancing the well-being of residents, many of which were made possible by innovation grants from funds raised by the successful LiveWell Campaign.





IMPACT
Well-Being



Opening Minds Through Art



BRC launched Opening Minds Through Art (OMA) in the spring with the collaboration of team member facilitators, fueled by a generous grant from LeadingAge Virginia. The program continued into the fall thanks to funding from the BRC Foundation's Energized Life Fund. This transformative program fosters connections between residents living with dementia and dedicated volunteers, providing them with a designated space to unleash their imagination through art. Volunteers undergo specialized training to collaborate with resident artists, turning their expressions into masterpieces.

Enhanced Fitness Programming



The Fitness Team has been hard at work this year, making some dynamic transformations! A new TRX system was installed in the Fitness Center and two yoga coaches, Dana Neff and Robin Atwood, were introduced for varied mind/body classes.

BY THE NUMBERS:

20+ classes and events per week

5-20 residents per class

Well over **20,000** resident hours engaged in fitness programming



Engaging Memory Support Residents



Memory Support Households got geared up this year with brand new "magic tables" from Tovertafel to meet residents wherever they are in their journey. The interactive games promote joyful, social connections and are proven to enhance physical, cognitive, and sensory function for residents.



Fulfilling the Dream of a Wellness Garden



BRC opened its peaceful wellness garden in September adjacent to Lantz Chapel. The space is a beautiful spot to enjoy the outdoors, but also doubles as a healing location for therapy clients. The mixed-terrain pathways, sensory stimulation, and relaxation areas will enhance the recovery process for clients and help provide mobility practice and strength.

Promoting Sustainability



BRC is increasingly conscious of sustainability and launched initiatives such as electric vehicle (EV) charging stations, composting, food waste reduction, and decreased night-time hall lighting. The dining team introduced OZZI reusable food containers to reduce plastic waste in our dining venues, and BRC looks forward to showcasing the positive impact these measures will have on the community in the future. The success of our first “Bags to Benches” campaign inspired BRC volunteers to continue the momentum, and the first recycled outdoor bench from NexTrex now sits outside Gardner House.



showcased mouthwatering dishes crafted from the market’s bounty. From juicy fruits to crisp veggies, our market offerings inspired culinary creativity and delighted taste buds.

Featuring favorite vendors like Bluestone Vineyard, Harmony Harvest Farm, Harvest Table, and Raw Mountain Honey, our markets became bustling hubs of community activity. It wasn’t just about the food; it was about supporting local businesses and fostering connections right here in our own backyard.

Highway to Health



BRC resumed its health fair just in time for the holidays, offering preventative screenings and interactive wellness sessions to residents and team members. Park View Credit Union, VPAS, and our very own Back on Track Massage were just a few of the wonderful vendors providing engaging information on various community resources.

Senior Prom



Last year’s Senior Prom at BRC was a highlight for both residents and the team. What began as an idea to brighten residents’ lives with string lights transformed into a full-scale event. Donations of formal wear were collected for those without appropriate attire, and team members spent the day in Nursing Households assisting residents in preparation. Independent Living resident Michael Chumbley noted, “They infused so much energy into the event that it gave us energy on the dance floor.” Senior Prom, the first project supported by the Energized Life Fund, will return later this year.

Farmer’s Market



This summer, BRC launched its very own Farmer’s Market series, bringing the farm-fresh goodness right to our doorstep! Partnering with Cavalier Produce, we delighted residents with a diverse selection of locally sourced produce, fulfilling their desire for fresh, flavorful ingredients without having to venture far from home. The Dining Team stepped up to the plate, wowing attendees with cooking demos that





Spiritual Life Programming



BRC is expanding its focus on spiritual well-being and Russ Barb, Director of Spiritual Life, is very excited about the future! The Spiritual Well-Being Team will collaborate closely with the Life Enrichment Team to connect all dimensions of wellness. Russ notes a steady increase in counseling visits related to grief and loss, so BRC is looking forward to jumpstarting clinical pastoral education and Chaplaincy graduate training in the future.

Russ is also excited to work with his team to share the stories and outcomes behind what they do, stating "Whole-person wellness is not what we say, but what we do—we are leaders in the industry; we've done our homework and we're doing the best we can do for our residents."

Technology Support & Education Specialist



With the success of Wellzesta and BRC's continued focus on innovation, BRC welcomed Reece Adkins to the Well-Being Team! Reece swiftly stepped into the role of Technology Support and Education Specialist and has been busy organizing help desks and immersive workshops for residents, addressing tech support tickets, and much more.

He has been recognized several times in BRC's Fill the Cup Moments with one resident writing "Sincere thanks to Reece Adkins for working out a major tech issue for us. He's fabulous! And a cupful of thanks to BRC for insight and resources to hire a tech person for individual help! Thank you for helping me and explaining things. You were so kind!"

Speaker Series



BRC's seasonal, weekly Speaker Series continues to be a hit on campus for residents. The series has evolved over the past two years to include speakers such as Harrisonburg Tourism, Luray Caverns, Massanutten Regional Library, and more. The committee hopes to, one day, incorporate even higher profile speakers into the series.

Cut Flower Garden



Volunteer team members orchestrated the revival of BRC's cut flower garden last year. A small garden was planted off Wayside Dr. in 2022, but team members helped relocate it just off North Second St. for more to enjoy! Volunteers maintained the garden, and residents and team were invited to snip at their leisure last summer.

Special Events All Year Long



The year was filled with special events including the annual Founders Day and BRC Week celebrations, the BRC Awards for the second year in a row, the Observatory Open House, and regularly scheduled Harvest Festival and Grand Illumination.



IMPACT Community

Since the launch of Community Connections, its remarkable growth exceeded our initial expectations. The Community Connections team, comprised of BRC team members and residents, continues its tradition of giving back to the greater community throughout the year by way of donation drives, service projects and local educational opportunities. Here's what we've accomplished in the past year:



- ✓ Went bowling to fundraise for **Big Brothers Big Sisters** at their annual Bowl for Kids' Sake event.
- ✓ Participated in the annual Blacks Run Clean Up Day with the **City of Harrisonburg**.
- ✓ Supported the **Blue Ridge Area Food Bank** Food Recovery Volunteer Project.



- ✓ Lent a hand at the annual **Bridgewater Fire Department** Lawn Party fundraiser by staffing the BINGO tent and baking dozens of cakes for the Cake Wheel.
- ✓ Eased the stress of **Bridgewater College** students during finals week with a "Campus to Campus" Cookie project.
- ✓ Sponsored a donation drive for the **Children's Clothing Closet**, collecting clothing donations and supplies for children in need.
- ✓ Included **Generations Crossing** in our Easter Basket project and pledged \$6,000 toward the purchase of their own Tovertafel magic table.



- ✓ Grew our partnership with **Habitat for Humanity** by volunteering on a worksite, hosting a homeownership information session for team members, and financially supporting their Critical Home Repair Program.
- ✓ Purchased 25 gifts for seniors in the local community as part of the "Be a Santa to a Senior" project sponsored by **Home Instead Senior Care**.
- ✓ Created and maintained a hygiene closet for **John Wayland Elementary School** to support students with limited access to hygiene products.



- ✓ Assembled information kits for the annual **Remote Area Medical Clinic**.
- ✓ Continued to support intergenerational connection through ongoing partnerships with **Roberta Webb Child Care Center** and **Connections Early Learning Center**.
- ✓ Sorted and assembled gift bags for families in need at the **Salvation Army** Angel Tree Warehouse.
- ✓ Hosted donation drives for **Strength in Peers** and **Tools for School**.
- ✓ Spruced up the offices and landscaping for our friends at **VPAS** as part of the **United Way Day of Action**.
- ✓ Delivered the Bridgewater **Meals on Wheels** route throughout the year and donated Thanksgiving Blessing Boxes for Meals on Wheels recipients and caregiver families.
- ✓ Hosted an on-campus Walk to End Alzheimer's with the **Alzheimer's Association**.



BRC Foundation

BRIDGEWATER RETIREMENT COMMUNITY

Since its founding in 1983, the BRC Foundation has raised funds to support BRC's mission to care for residents who have exhausted their financial resources. As an autonomous organization governed by a separate board of directors, the BRC Foundation also supports on-campus programming, raises capital funds for major infrastructure projects, and provides support for team members with scholarship opportunities and emergency relief.

2023 BRC Foundation Board of Directors

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Jerry Ruff
Heather Barkey
Ted Flory
Sally Jane Conner
Robert Armbruster
Stephan Hess
Ray Albers
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Marcella Martin
Rod & Sandy Martin
Claire Martindale
Mason Family Reunion
George L. Mason

Herman & Janet Mason Families
John H. & Peggy † Mason
Marion & Joan Mason
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Terry & Vickie Slaubaugh

128
Donors

34%
PARTICIPATION

\$18,287
TOTAL GIFTS

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Charles L. Snyder III Estate
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Charles & Judith Yates
Sumiko Yourtee
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† = deceased

Giving by BRC Team Members

Anonymous Donors
Lori Abbott
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Fiona Anderson
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Brenda S. Barb
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Salena Weese
Adam Wright
Catalina Yanez
Nicole Yeago
Barbara Zombro



Home No Matter What

Living at BRC gives residents the security of knowing that, should their needs change, they'll always have access to supportive services and world-class healthcare. And that's true no matter what. Approximately one-fourth of residents in Assisted Living, Memory Support, and Nursing Households have exhausted their financial resources. The Forever Family Endowment bridges the gap – ensuring that all residents can continue to remain in their homes for the rest of their lives regardless of their ability to pay.

Percentage of residents not able to pay the full fee:

ASSISTED LIVING:	MEMORY SUPPORT:	NURSING HOUSEHOLDS:
20.5%	20.8%	27.4%

You can help us keep our Home No Matter What promise by making a contribution to the Forever Family Endowment. Learn more at brcliving.org/donate.



Impact through Volunteer Service

Individual Volunteers

Stanley Abbot	Elsie Cox	George Getic	Robert Kloetzer	Anne Nielsen
Maya Aboul-Hosn	Paige Cramer	Sonia Getic	Vickey Kloetzer	Joyce Nolen
Ray Albers	Gary Creasy	Parker Glatt	Liza Koonin	Wil Nolen
Susan Albers	Susan Creasy	Lydia Golin	Isatu Koroma	Andrea Nolley
Ann Anderson	Grayson Crow	Anthony Gonzalez	Mary Beth Kuebler	Mariah Oddiah
Ervin Anderson	Wyndson Cutchins	Paul Graham	Jonathan Lachowicz	Olivia Ohleger
Briana Angel	Nancy Dagen	Janina Greene	Joanne Lam	Sue Overman
Phyllis Arbogast	Erin Dameron	Joyce Grove	Vicky Lambert	Brendan Palmer
Robert Armbruster	Karis David	Kathy Guisewite	Craig Landes	Shirley Parsons
Jean Armstrong	Becky Day	Michael Gvozdevskiy	Paige Landes	Steve Parsons
Citlalli Arteaga-Vazquez	Ally Decordona	Tom Hall	Abby Lane	Jonathan Perando
Ecem Aydin	Kay DiVincenzo	Sarah Hardiman	Bethany Lang	Rex Peters
Janessa Baker	Maren Dougherty	Sarah Harlow	Emily Larson	Ruth Peters
Heather Barkey	Logan Douthat	Anna Mae Harmon	Ellen Layman	Jean Petre
Anthony Barringer	Hattie Driver	Doris Harsh	Sarah Layman	David Pham
Brenda Beach	Sean Dunfee	Henry Hawkins	Virginia Layman	Eileen Phillips
Glenna Beard	Ethan Egeli	Janet Hedrick	Jim Leitner	Ron Pierce
Laten Bechtel	Elizabeth Emswiler	Judith Henneberger	Julie Leitner	Sarah Pierce
Rachel Bergdoll	Saron Enyew	Carmen Hernandez	Anna Marie Leo	Neil Porter
Charles Blair	Sara Estes	Kaitlyn Herrell	Jo Ann Liskey †	Mary Porter
Judy Botkin	Ruthie Evans	Shannon Herrmann	Ada Longenecker	Bill Powell
Jim Bowman	Beverly Eye	Stephan Hess	Bill Ludwick	Eunie Powell
Sylvia Bowman	Cindy Fike	Gloria Hildebrand	Mary Ludwick	Larry Powell
Cheyenne Boyce	Mike Fike	Rodney Hildebrand	Corinne Lugent	Nan Powell
Ruth Boyers	Julia Finkler	Deidra Hill	Doris MacDaniel	Carolyn Price
Bud Branch	Julian Fisher	Brent Holl	Ginger MacNaughton	Sandra Pruett
Jane Branch	Elizabeth Fitt	David Holl	Ralph MacPhail	Robert Puffenbarger
Charlotte Brazeau	Ann Flora	Wilda Holsinger	Nicole Margolis	Charles Raisner
Sydney Brearley	Jan Flora	Eleanor Holthaus	Jemma Martin	Karen Reed
George Brennehan	Wanda Flora	Wally Holthaus	Jessica Martin	Bill Reinhold
Kim Brennehan	Pam Flory	Lauren Homem	Roger McCafferty	Gladys Remnant
Mitchell Brown	Ted Flory	Alice Lee Hopkins	Sharon McCafferty	Kim Retka
Elizabeth (Betty) Bryan	Thom Flory	Margaret Horn	Barbara McKee	Tom Reynolds
Dane Byers	Joy Frederick	Gloria Horne	Karen McNeal	Cheryl Richards
Kathy Byers	Jane Fulk	Michael Hostetter	Juanita Mendenhall	Diane Ritchie
Judy Campbell	Harold Furr	Nancy Hostetter	Rossaire Messier	Jeff Ritchie
Betty Caricofe	Bob Gaines	Neil Houff	Ella Jane Michael	Matt Robinson
Krystal Carnahan	Corinne Gaines	Sue Houghland	Emma Mihok	Mike Robison
Pat Carroll	Robert Gaines	Dr. Rufus Huffman	Nya Miles	Gloria Roller
Dianna Chandler	Tori Gales	Harold Huffman	John Leigh Miller †	Sara Ruby
Nancy Cherniss	Lelia Galvin	Nancy Hulings	Mary Miller	Jerry Ruff
Sally Chumbley	Meghan Garber	Tim Hulings	Jane Mohr	Blaine Ryman
Miriam Clark	Nick Garcia	Marilyn Hyatt	Sherry Mongold	Judy Ryman
Susan Clark	Kathleen Gardner	Andy Jackson	Bev Moore	Bill Sale
Shirley Cockrell	Karen Garner	Lee Jackson	Samuel Moore	Donna Sampson
Sally Jane Conner	Selena Garnica Barrera	Robert Jochen	Wyatt Morrison	Gene Sampson
Linda Cook	James Gaskins	Mark Jordan	Eugene Moyers	Tara Saulter
Gayle Corrado	Phyllis Gaskins	Nancy Keplinger	Pam Moyers	Carole Sease
Elizabeth Correa	Elise Geller	Janet Kinsey	Kaya Mullen	John Sellers
Shannon Costello	Charles Gerard	Sharon Kiracofe	John Neff	Bonnie Semans

2023 Group Volunteer Organizations

ARC of Harrisonburg / Rockingham	James Madison University
Augusta Health	Community Engagement and Volunteer Center
Blue Ridge Christian School	Alpha Phi Omega
Blue Ridge Community College College	Social Work
Blue Ridge Mountain Dulcimers Club	Alpha Sigma Alpha
Bridgewater Church of the Brethren Children's Choir	Dukes Make a Difference
Bridgewater College	Health Services Administration
Women's Soccer	School of Art and Design
Health and Exercise Science	School of Nursing
The Screaming Eagles Band	University Choir
Department of Music	John Wayland Elementary
Women's Field Hockey	Massanutten Technical Center
Bridgewater Ruritan Club	Montezuma Church of the Brethren
Bridgewater Presbyterian Church	Murphy Demming College of Health Sciences
Bridgewater Rotary Club	New Beginnings Church
Bridgewater United Methodist Church	Peak Mennonite Church
Bridgewater United Methodist Youth	Shenandoah Valley Dulcimers
Bridgewater United Methodist Choir	Summit Church of the Brethren
Bridgewater United Methodist Children's Ministry	The Highlander Band
Bridgewater Village Choir	The Vocal Chords
Connections Early Learning Center	The Threshold Choir
Cardinal Dental Specialist	Therapy Dogs International
Eastern Mennonite University	Turner Ashby High School National Honors Society
Fort Defiance High School	USA Dance Team
Greenvale Garden Club	Valley Program for Aging Services
Good Time Gospel Quartet	
In Motion School of Dance	

Dorothy Sharpe	Sarah Spence	Marcia Tyeryar	Judith Winner
Abe Shearer	Alaina Stallings	Kelly Urlwin	Richard Winner
Dick Shearer	Gina Stephan	Susan Vanhorn	Mirna Wolfe
Martha Sheets	Linda Sterrett	Ann VanPelt	Nancy Woody
Nelson Sheets	Cathie Stivers	Janice Wade	Meklit Worku
Don Shiflet	Richard Stutzman	Grace Walls	Mary Wunderlich
Jennifer Shirkey	Meredith Suter	Glenna Wampler	Merv Wunderlich
Carolyn Shorb	Fred Swartz	Joyce Wampler	Madison Yeago
Jerry Shorb	Nancy Swartz	Madison Wardell	Greg Zimmerman
Anne Siciliano	Sutton Swecker	Steve Watson	Holly Zimmerman
Kathleen Siker	Julie Swope	Shirley Western	Rowan Zeiss
Edgar Simmons	Angela Taglianetti	Bob Wheatley	Claire Zettlemoyer
Kathy Simmons	Harlie Talman	Marnie Wheatley	Adriana Zuniga
Nancy Simmons	Paula Thompson	Thomas Wheatley	
Amy Slaubaugh	Abbey Tomchik	Linda White	
Chris Smith	Ruth Tsegaye	Lizzie Whitten	
Linda Snader	Melissa Turner	Ann Will	
Carol Spangler	Cindy Tusing	Paige Will	
Wayne Spangler	Gary Tyeryar	Jean Willi	

Civic and Business Support

American Legion Post #188
 Blue Ridge Mtn Dulcimer Players
 Bridgewater Home Auxiliary
 Bridgewater Village Residents' Association
 Campbell Print Center
 City National Bank
 Converge Local
 Denton Family Charitable Foundation
 Dominion Energy Charitable Foundation
 Eddie Edwards Signs
 Farmers & Merchants Bank

Flora Pettit
 G. L. Suter, Inc.
 Hershey Creamery Company
 Houff Corporation
 Joe Bowman Auto Plaza
 Ladies Aux VFW Myers-Hodges Post 8644
 Landes Heating & Air Conditioning
 Network for Good
 Park View Federal Credit Union
 Partners Excavating Company
 Hipps Financial Partners

Queen City Creative LLC
 Rockingham Cooperative
 Shickel Corporation
 Shreckhise Shrubbery Sales & Landscapes
 Sign Pro
 Sodexo, Inc. & Affiliates
 The O'Connor Group
 Truist
 Trumbo Electric, Inc.
 Weaver's Flooring America
 Wellness Concepts

Church Partners

Beaver Creek Church
 Bethel Church of the Brethren
 Blue Ridge Chapel Church of the Brethren
 Bridgewater Church of the Brethren
 Calvary Covenant Brethren Church
 Cedar Grove Church of the Brethren
 Charlottesville Church of the Brethren
 Flat Rock Church of the Brethren
 Forest Chapel Church of the Brethren
 Friendship Sunday School Class
 Hiner Church of the Brethren
 Luray Church of the Brethren
 Madison Church of the Brethren

Memorial Church of the Brethren
 Mill Creek Church of the Brethren
 Montezuma Church of the Brethren
 Mount Bethel Church of the Brethren
 Mount Olivet Church of the Brethren
 Mt. Carmel Church of the Brethren
 Mt. Zion Church of the Brethren - Broadway
 Mt. Zion Church of the Brethren-Luray
 Pine Grove Church of the Brethren
 Pine Grove Church Women's Fellowship
 Round Hill Church of the Brethren
 Sangerville Church of the Brethren
 Shiloh Church of the Brethren

Smith Creek Church of the Brethren
 Staunton Church of the Brethren
 Sugar Grove Church of the Brethren
 Summit Church of the Brethren Women's Fellowship
 Summit COB Women's Fellowship
 Sunrise Church of the Brethren
 Timberville Church of the Brethren
 Valley Pike Church of the Brethren
 Wakemans Grove Church of the Brethren

Legacy Council Members

Judith Miller Allen
 Roger & Sonja Bible
 Dr. Emmert & Esther Bittinger
 Jim & Sylvia Kline Bowman
 Dr. Dick L. Boyd
 Chester & Nancy Bradfield
 Bridgewater Home Auxiliary
 W. Richard Brown & Kathleen Siker
 Daniel W. Brubaker
 Nancy R. Brubaker †
 Dr. Allen M. Clague Jr.
 Alfred & Melba Cline
 Patricia S. Costie
 Mensel & Linda Dean
 Margaret K. Dent
 Janice Drechsler
 Hattie Driver
 Theodore & Mary Beth Flory
 Thom Flory
 John & Marilyn Garber
 Kathleen Gardner
 Janet W. Good
 Sidney E. † & Joyce Grove
 Wilda W. Holsinger

Paul & Mary Ann Hoyt
 Rufus & Elaine Huffman
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 Kevin D. Humphries
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 Paige D. Martindale
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 Marion & Joan Mason
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 Joel "Mac" & Beverley McCauley
 Karen P. McNeal
 Dawn Elizabeth Miller
 Janice Kathryn Miller
 Janet Carter & John Leigh Miller †
 Mary Lou Miller
 D. Jean Petre
 Carolyn Price
 Richard & Maralee Reeves
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William & Josie Sale
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 Glenna Wampler
 Priscilla Wakeman Wampler
 W. Steve & Ruth Watson
 John & Gene White
 N. Paige & Ann Will
 Gladys B. Wonderley
 Virginia Stover †
 Richard Wright †

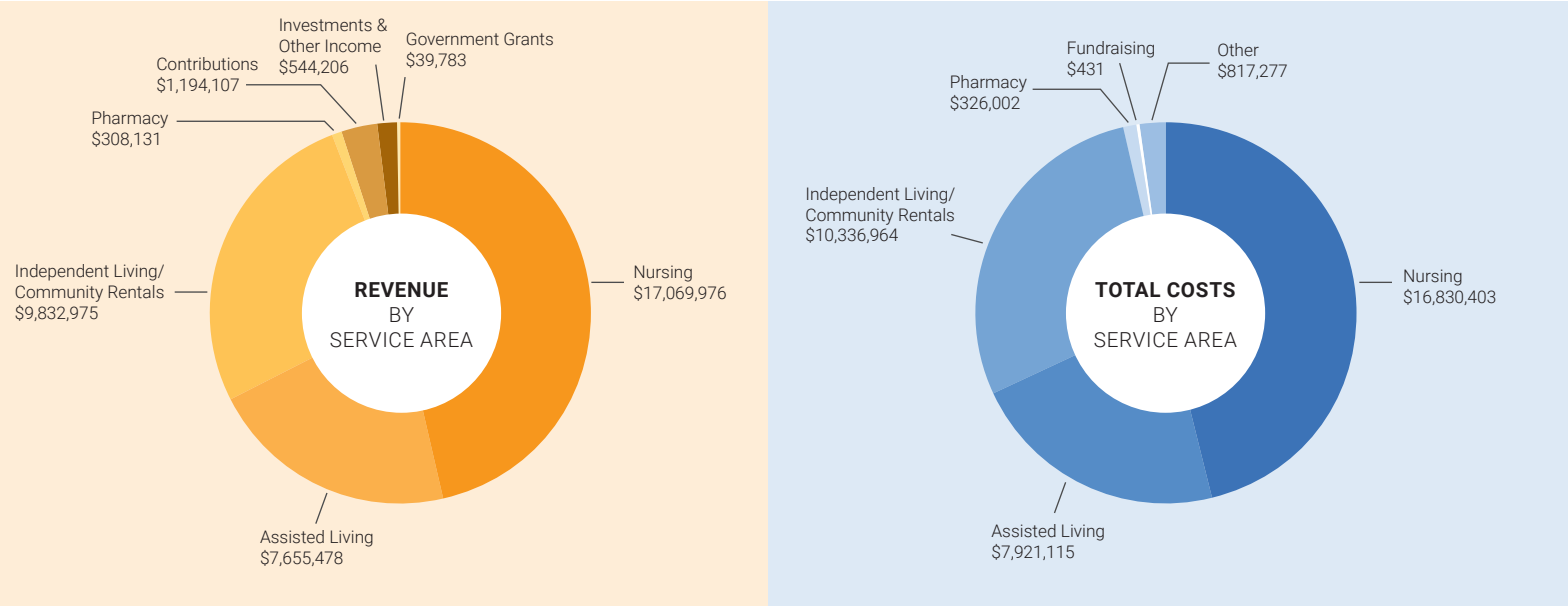
† = deceased



**The BRC Foundation, and the entire
 Bridgewater Retirement Community, deeply appreciate
 the contributions of each donor and volunteer. We have made
 every effort to make these lists complete and accurate.
 If you notice a mistake or an omission, please accept our
 apologies and contact us at 540-828-2652.**

2022-2023 Financial Dashboard

Contributions and income from investments are crucial in bridging the gap between revenue and operating costs in each of our four service areas.



TOTAL COSTS BY CATEGORY			
 Salaries, benefits, payroll taxes \$20,848,523	 Medical supplies, food, and therapy \$3,353,702	 Facility costs, utilities, technology, and equipment \$2,884,054	 Administration \$1,929,675
 Depreciation and amortization \$4,331,910	 Insurance, taxes, and business licenses \$1,352,456	 Interest \$1,531,872	TOTAL \$36,232,192

ASSETS				
Current Assets \$5,351,051	Investments \$35,824,651	Physical Property and Equipment \$89,257,371	Other assets \$3,195,481	TOTAL \$133,628,554

*Bridgewater Retirement Community's fiscal year runs from October 1 through September 30.

If you would like a full copy of BRC's audited financial statements, contact Carrie Budd, Vice President of Development and Community Relations, at 540-828-2509 or cbudd@brcliving.org.

ECONOMIC IMPACT

Employment

\$19,608,497
in payroll and benefits

Capital Reinvestment at BRC

The Studio Renovation	\$1,159,830
Hearthstone Exterior Upgrade	\$1,159,878
Village Unit Upgrades/Renovations	\$1,193,216
Improvements & Equipment: Nursing	\$157,057
Improvements & Equipment: AL	\$126,126
Improvements & Equipment: IL	\$211,732
Improvements & Equipment: Admin	\$42,092
Improvements & Equipment: Dining	\$69,568
Improvements & Equipment: Other	\$605,633
TOTAL:	\$4,725,132

OCCUPANCY RATES

October 2022 – September 2023



Independent Living
269 RESIDENCES
98% Occupied or contracted



Assisted Living
not including memory support:
69 APARTMENTS
90% Occupied



Memory Support
29 RESIDENCES
86% Occupied



Nursing Households
127 RESIDENCES
98% Occupied

OVERALL

494 RESIDENCES
96% Occupied or contracted

Bridgewater HealthCare Board of Directors, 2023

John Neff, Chair
Abe Shearer, Vice Chair
Neil Houff
Jennifer Shirkey
Anne Siciliano
Steve Watson
Bob Wheatley
Larry Powell
Henry Hawkins
Sherry Mongold
Craig Landes

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Rodney Alderfer, President
Carrie Budd, Vice President of Development and Community Relations
Jeannette Suter, Vice President of Independent Living
Jeff Lambert, Vice President of Health Services
Laura Spicer, Vice President of Well-Being
Anne O'Donohue, Vice President of Support Services
Jim Weaver, Vice President of Finance
Joel Shank, Vice President of Human Resources

This 2023 Impact Report reflects the work of many. We particularly recognize:

EDITORIAL: Jeremy Douylliez, Director of Marketing and Sales
Ashlie Heatwole, Communications Specialist

DESIGN: Blue Ridge Multimedia

PHOTOGRAPHY: Sera Petras Photography, Boyd-Pearman Photography, Scott Clark, and Dustin Blyer

BRIDGEWATER
RETIREMENT COMMUNITY

energy FOR LIFE

302 North Second Street
Bridgewater, VA 22812

800.419.9129
540.828.2550

www.BRCliving.org



THANK YOU TO EVERYONE



...who helped win the 2023 ICAA NuStep Pinnacle Award from the the International Council on Active Aging (ICAA) and NuStep, LLC. naming BRC one of the Top 5 'Best in Wellness' senior living communities in North America. This recognition highlights BRC's unwavering dedication to a wellness-centered culture for its residents and team members. Thank you and well done!

Independent Living | Assisted Living | Memory Support | Nursing Households
302 North Second St. | Bridgewater, VA 22812 | 800.419.9129 | brcliving.org

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RETIREMENT COMMUNITY

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