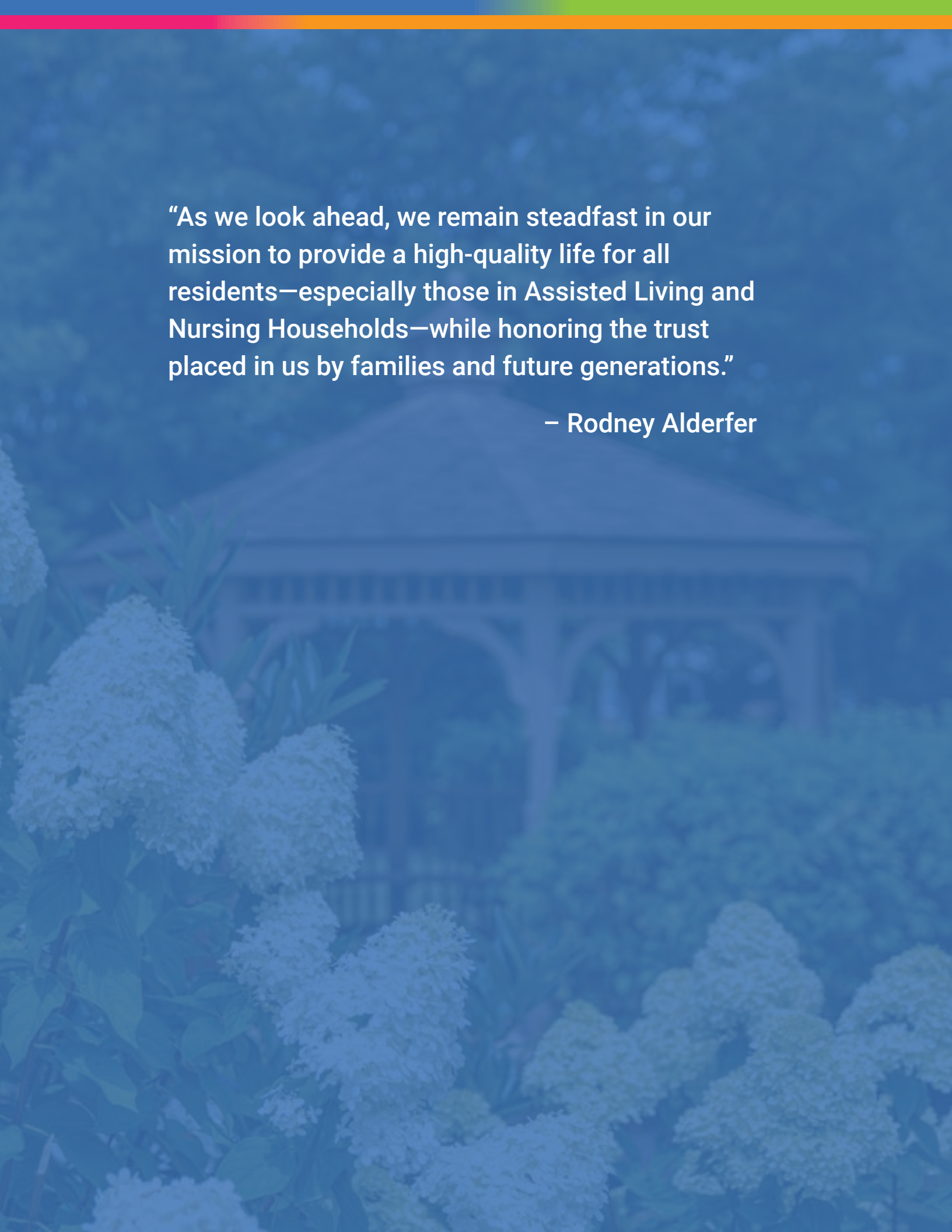


BRIDGEWATER RETIREMENT COMMUNITY

energy FOR LIFE



2024 IMPACT AND WELL-BEING REPORT

The background of the slide is a blue-tinted photograph of a garden. In the foreground, there are several large, rounded clusters of white hydrangea flowers. In the background, a wooden gazebo with a multi-tiered roof is visible, surrounded by lush green foliage and trees. The overall scene is peaceful and well-maintained.

“As we look ahead, we remain steadfast in our mission to provide a high-quality life for all residents—especially those in Assisted Living and Nursing Households—while honoring the trust placed in us by families and future generations.”

– Rodney Alderfer

FROM THE PRESIDENT

Dear Friends,

Reflecting on 2024, I am proud to share this Impact and Well-Being Report, highlighting the remarkable strides we have made together as a community. At Bridgewater Retirement Community, our mission is more than just providing support—it's about creating an environment where every resident can truly live their best life.

This year, we continued our commitment to innovation, well-being, and service, expanding programs that enrich the lives of residents in every level of living. Through the generosity of donors and the success of the innovation grant program, we introduced new opportunities like therapeutic horticultural programming in the Wellness Garden, a historic overnight trip to Smith Mountain Lake, and expanded access to life enrichment activities across all levels of living. These initiatives exemplify our belief that no matter where someone lives at BRC, they should have access to meaningful experiences that enhance their well-being.

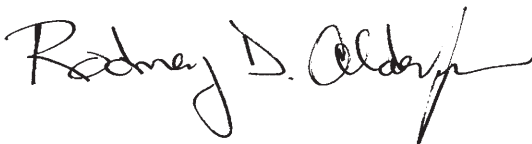
BRC's impact continues to extend beyond our campus. Our Founders Day of Service brought together residents, team members, and board members to serve our greater community, reinforcing our deep-rooted culture of giving. Meanwhile, our Community Connections team launched new partnerships and volunteer efforts, ensuring that BRC remains a trusted partner in the Shenandoah Valley.

Of course, none of this would be possible without the dedication of our team members. They are the heart of our community, providing exceptional service while embodying our values of compassion, innovation, and stewardship. Whether through Culture University, the BRC Leadership Academy, professional development programs, or activities supporting well-being, we continue to invest in our team members, ensuring they have the tools and resources to thrive.

As we look ahead, we remain steadfast in our mission to provide a high-quality life for all residents—especially those in Assisted Living and Nursing Households—while honoring the trust placed in us by families and future generations. Many of our board members are involved here because of the exceptional support their loved ones received, a testament to the lasting impact of BRC's philosophy and culture.

Thank you for being part of this journey. Whether you are a resident, team member, family member, donor, or volunteer, your support is what makes BRC extraordinary. I invite you to explore this report and celebrate the incredible impact we have made together in 2024.

With gratitude,



Rodney D. Alderfer

President | Bridgewater Retirement Community



On the cover: Shirley Shull and Laura Spicer enjoy a Garden Club moment, identifying herbs and sharing plant knowledge.

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*

583

RESIDENTS

362	Independent Living
69	Assisted Living
29	Memory Support
123	Nursing Households

487

TEAM MEMBERS

**Numbers represent census at the end of the 2024 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

Culture & Workforce Development

BRC's culture transformation reached an important milestone in 2024. Ten years from the opening of our six nursing households, we've now spent a decade continuously refining what person-centered care looks like. Through initiatives like our Extended Family program, "BRC Beginnings" onboarding for new team members, and the promotion of our culture through Culture University, we've embraced individuality, honored personal preferences, and amplified resident voices, promoting a thriving, compassionate community.

This year, we launched the BRC Leadership Academy with Blue Ridge Community College, providing aspiring leaders with valuable skills to better lead their teams through the principles of servant leadership. Additionally, the BRC leadership team participated in an intensive retreat hosted by Culture U, further enriching leadership and driving innovation across our organization.

We also revamped team member orientation with BRC Beginnings, creating a more engaging experience for team members right from the start. Other Culture U programs, including dementia training, financial literacy workshops, and learning circles, provide team members with the support they need at home and the confidence to deliver exceptional care at work.

As part of our commitment to leadership development, Lauren Reeves, former Clinical Coordinator for Serenity House, was promoted to HR Manager of Organizational Design, Culture, and Training. She steps into this role as Annie Frazer transitions to the BRC Foundation, continuing to support our mission in new ways.

Vice President of HR Joel Shank reflected on our improved retention rate, rising from 49% in 2023 to 65% this year: "It's been a combination of factors—leaders engaging their teams, hiring team members who fit our culture, and community-wide improvements. Together, these efforts have created an environment where team members want to stay and succeed. It's exciting to see these results."





TEAM MEMBER DEVELOPMENT:

231 participated in BRC Beginnings

Over 4,700 hours of team member training, collaboration, and connection in Culture U
8 internal promotions

15 participated in BRC Leadership Academy

23 team members earned certifications and completed professional development or educational programs in their respective fields



WORKFORCE DEVELOPMENT:

65% retention rate

43 CNAs and **8 Med-Aides** trained by BRC

192 clinical students from Blue Ridge Community College, Eastern Mennonite University, James Madison University, and Massanutten Technical Center conducted clinical rounds. Additionally, one student from Indiana State University completed their **capstone project**.



2024 SCHOLARSHIP RECIPIENTS:

Juana Bangeniguen

Catherine Brubaker

Jamie Cyzick

Odesa Elizi

Carolina Evans

Amber Halterman

Maria Jurado

Ethel Kimmell

Aliera Lewis

Asmah Niaz

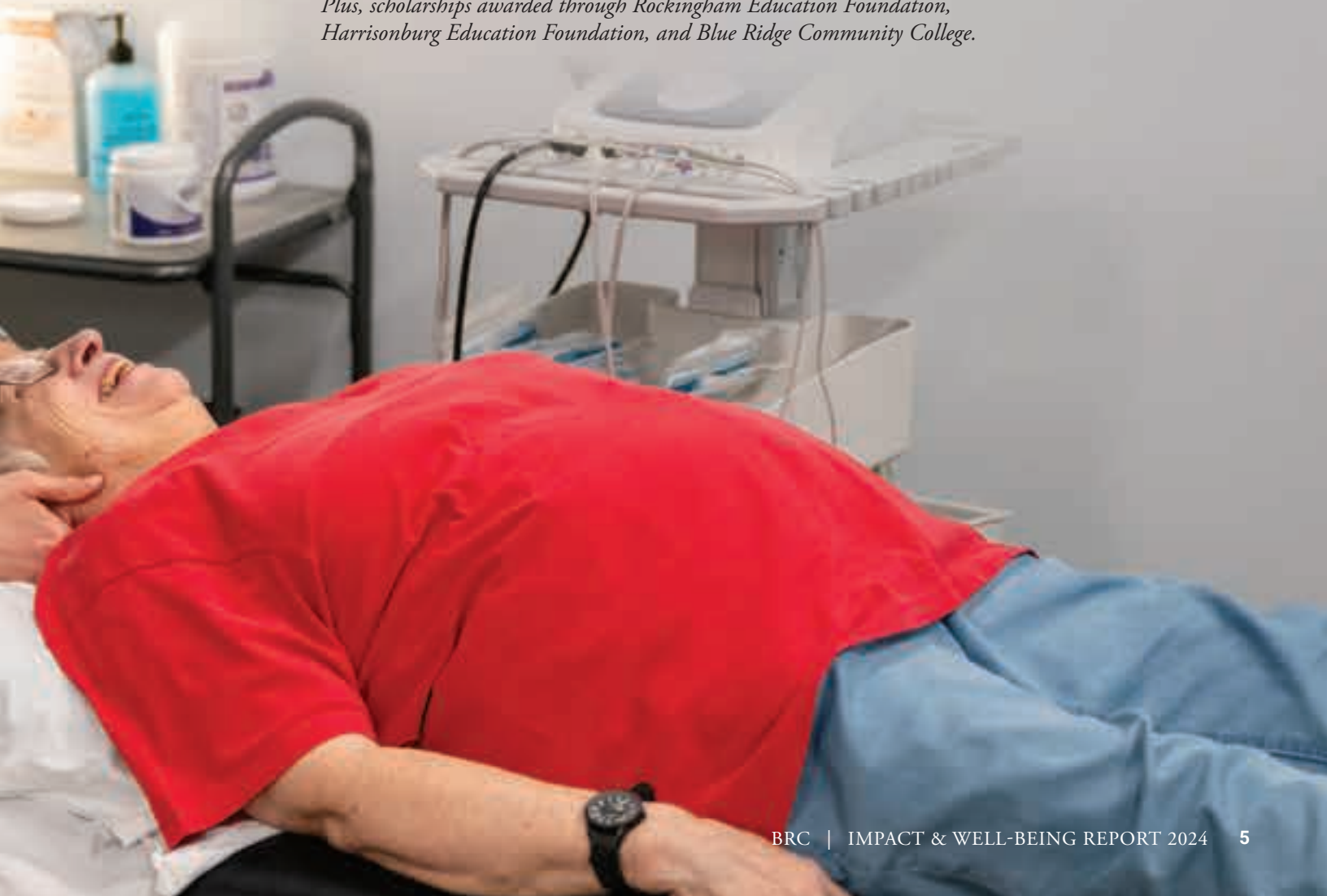
Anne O'Donohue

Coale Shifflett

Angela Toland

Hannah Wooldridge

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





Founders Day

BRC celebrated its 59th anniversary with a special Founders Day initiative—BRC Gives Back. This day of service brought together residents, team members, and board members to make a meaningful impact both on and off campus. Volunteers tackled a variety of projects, from beautifying BRC's grounds to supporting local organizations like Generations Crossing and Valley Program for Aging Services.

One of the day's major highlights was a ramp-building project in collaboration with Habitat for Humanity's Critical Home Repair Program. Volunteers constructed two complete ramps to help local seniors age in place, reinforcing BRC's commitment to community support. Another notable opportunity invited Independent Living residents to shadow Certified Nursing Assistants (CNAs) for a day, offering them a firsthand look at the compassionate care provided across all six of BRC's nursing households.

The day wrapped up with a lively picnic at the Oasis, bringing together 210 residents, team members, and board members to celebrate their collective efforts. In total, BRC Gives Back contributed 30 projects, 91 volunteers, and approximately 200 hours of service to the community—a true testament to the spirit of giving at BRC.

[Continued on next page]







Community Connections

BRC's **Community Connections** team brings residents and team members together to create meaningful, life-enriching opportunities through service, education, and outreach. Since its launch, it has grown into a cornerstone of BRC's commitment to giving back.

In 2024, Community Connections strengthened partnerships, supported resident-led projects, and tackled local challenges through donation drives, service projects, and educational initiatives. Below is a look at this year's impact and how volunteers continue to make a difference together:

- Six team members served meals at **Open Doors** for 40+ individuals experiencing homelessness. Residents made cookies and brownies for the meal.
- **Children's Clothing Closet** Donation Drive.
- Increased outreach for the **Blue Ridge Area Food Bank** with 10 team members and residents completing monthly service projects.

- Hosted **Sodexo's** peanut butter and jelly donation drive.
- **Habitat for Humanity** Information Session on group and individual volunteer opportunities.
- 10 participants washed 21 bags of laundry for 18 individuals experiencing homelessness through **Open Door's Loads of Love**.
- Unity Household residents made 20 care kits for **Valley Program for Aging Services** caregivers.
- Expanded **Meals on Wheels** service to two days a week, now delivering every Wednesday and Thursday.
- Six team members and residents participated in this year's **Blacks Run River Cleanup**.
- Made Easter baskets for 17 adults at **Generation's Crossing**.

A Space to Recharge

Set to open in 2025, a new team member break space is underway, thanks to an innovation grant from the WorkWell fund. Renovations began this year to create a welcoming space where team members can recharge, make calls, enjoy lunch, and connect with colleagues.





- Supported Habitat for Humanity and New Bridges Immigrant Resettlement Office for **United Way's Day of Action**.
- Donated food items for **Stock the Pantry Drive** supporting local fire, rescue, and police departments.
- 17 team members supported **Bridgewater Fire Department's** bingo and cake wheel event at the Bridgewater Lawn Party.
- Donated over 50 cakes for **Fire & Rescue's** Cake Drive.
- Seven team members and residents sorted donations for **United Way** Tools for Schools.
- **Blue Ridge Christian School** Volunteer Opportunities Information Session.

- Hosted a Mental Health First Aid session for residents and team members, presented by the **Harrisonburg-Rockingham Community Services Board**.
- Raised \$7,500 for the **Alzheimer's Association** during the annual ALZ Walk on campus, which saw 82 participants.
- **Hurricane Helene Relief** Donation Drive.
- Filled and distributed 20 **Blessing Thanksgiving Boxes** for families in need.
- Residents purchased gifts for 25 seniors in the area, supporting **Be a Santa to a Senior**.
- Four residents and team members organized gifts at the **Salvation Army's** Angel Tree Warehouse.
- Set up a treat table for **Bridgewater College** students during exam week.
- Assembled gift bags for the **Harrisonburg/Rockingham Social Services** Christmas event.
- Residents created vases for **Friendly City Florals** during a Christmas Elf Party.

[Continued on next page]

Expanding Our Impact Through Innovation

Thanks to the Innovation Grant Process, three new community-focused initiatives were launched:

- 1 Wilbur Pence Middle School Partnership:** BRC is partnering with the school's *Ruriteen Chapter* to provide books for kindergarteners and sensory learning tools for students in need. Residents will also assist in stuffing backpacks with school supplies.
- 2 Valley Program for Aging Services (VPAS) Vehicle Purchase:** As a long-time partner supporting initiatives like *Meals on Wheels* and *VPAS Café*, BRC is matching raised funds to help VPAS purchase a new vehicle, ensuring continued transportation support for local older adults.
- 3 Food Security Backpack Program:** In collaboration with *John Wayland* and *Peak View Elementary Schools*, BRC's Community Connections team will address gaps in local food security programs. Assisted Living and Nursing residents will volunteer to assemble backpacks for students in need.

Through these efforts, BRC continues to build meaningful relationships, create a lasting impact, and uphold our commitment to serving the broader community.



Impact Measured:

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

LeadingAge Virginia's 2024 Workplace Excellence Award



2024 ICAA NuStep Pinnacle Award



Best of the Valley Daily News-Record

Best Retirement Community
Best Nursing Home
Best Assisted Living

Finalist for Best Physical Therapy and
Best Company to Work For



Five-Star Medicare Rating



U.S. News & World Report

Best Independent Living
Best Assisted Living
Best Memory Care
Best Nursing Home (short-term
rehab & long-term care)
Best Continuing Care Retirement
Community



Best of Virginia Virginia Living

Runner Up Best Retirement Community
in the Shenandoah Valley



Four-Star Charity Charity Navigator



Yvette Benson and Heidi Painter attended Teepa Snow's renowned training to become PAC Certified (Positive Approach to Care), strengthening BRC's commitment to dementia education. Since then, they have trained **all of Household**

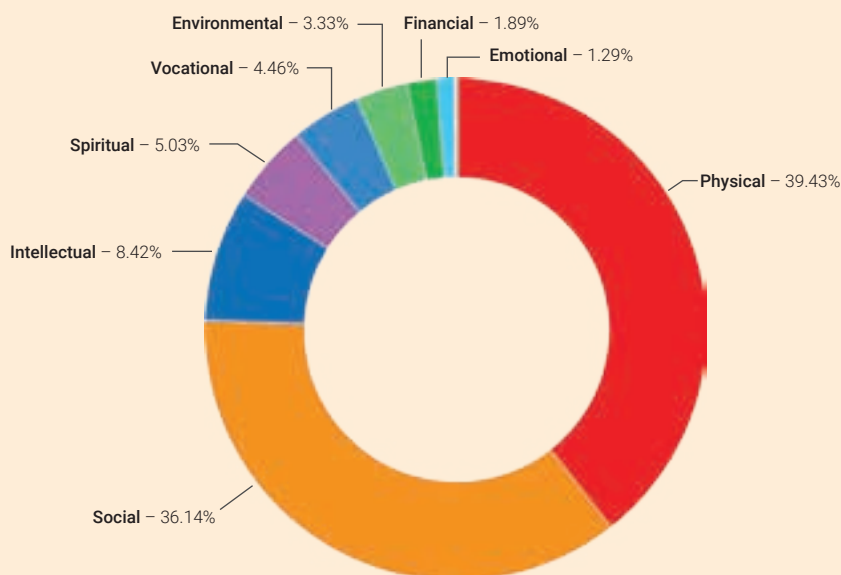
leadership and **50% of the nursing team** in Phase 1: Brain Changes Associated with Dementia, empowering team members with essential knowledge and skills. Their impact extends beyond the team, as they have also shared this training with **five residents** and **17 family members**, promoting a more informed and supportive community.



BRC is proud to have two licensed preceptors, President Rodney Alderfer and Vice President of Health Services Jeff Lambert, guiding future Nursing Home Administrators—a rare opportunity in the field. For roughly **10 years**, their mentorship has helped **more than 10** BRC team members and JMU interns earn their Health Services Administrator (HSA) license, preparing them for leadership roles both at BRC and across the senior living industry. Through hands-on experience, these future administrators not only develop essential skills but also immerse themselves in BRC's unique culture of person-first care.

Connected & Engaged

Engagement is thriving at BRC, with **376 residents** using the Wellzesta app and an impressive 55% logging in daily. As a vital tool for staying connected, Wellzesta keeps residents engaged with 95% of regular users actively exploring its features. This year alone, **2,600 events** were listed across all dimensions of well-being—physical, social, financial, intellectual, vocational, spiritual, emotional, and environmental—earning outstanding ratings: an average of 4.71 for event quality and 4.69 for their impact on well-being.





IMPACT

A Vacation Like No Other

BRC made history this fall by organizing its first-ever overnight trip to Smith Mountain Lake, offering a unique and meaningful experience for residents in higher levels of care. This groundbreaking adventure, made possible by the generosity of donors and the innovation grant program, allowed residents to reconnect with the world beyond BRC.

The trip, coordinated by Assisted Living Life Enrichment Specialist Karyn Posey, was a dream come true for residents who had long felt that travel was no longer an option. The team meticulously planned every detail, ensuring that medical needs were met and accessibility was prioritized. Highlights of the trip included cruising the lake on a pontoon boat, enjoying campfires and s'mores, and creating lasting memories with fellow residents and team members.

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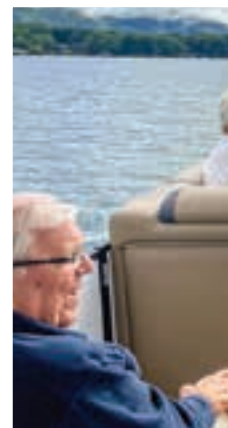


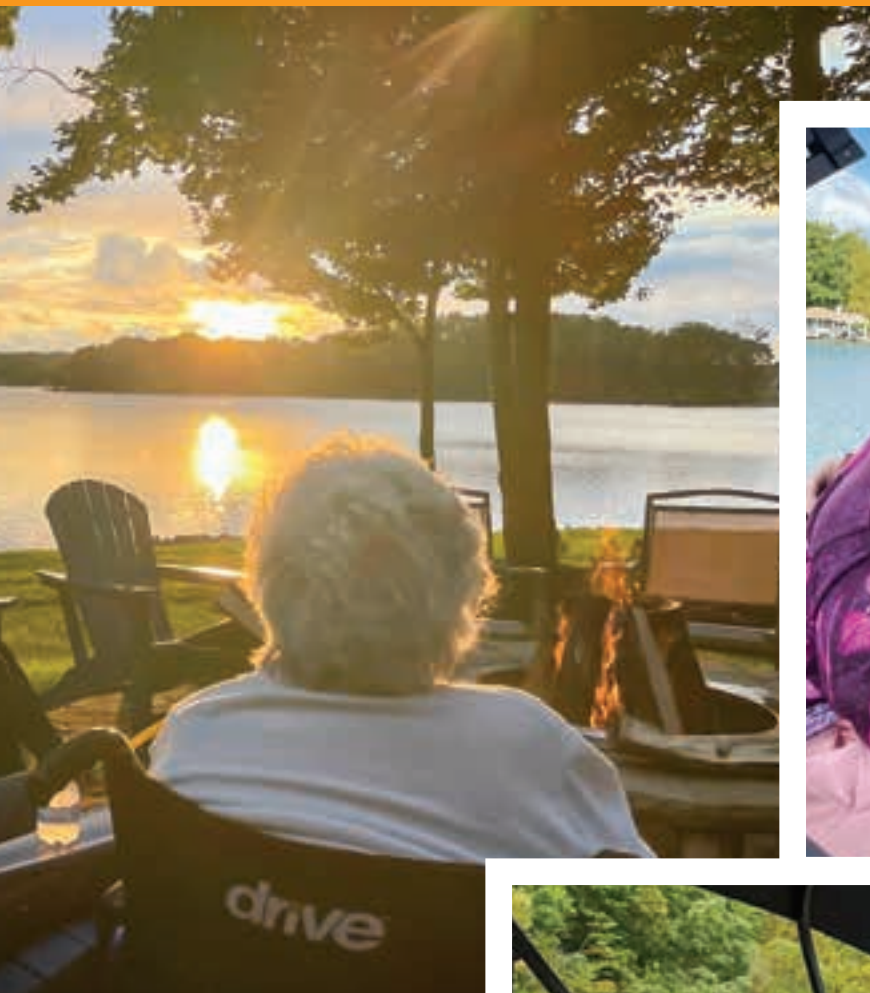




The impact of the trip was profound. Families expressed heartfelt gratitude, and residents who had initially hesitated to join are now eagerly anticipating future adventures. This trip not only brought joy and relaxation to residents but also showcased the power of donor support in creating transformative experiences.

As the team reflects on the success of the Smith Mountain Lake trip, plans are already underway for the next adventure, ensuring that BRC residents continue to experience the joys of travel and connection.





BRC's Household Nurse Call system was buzzing in 2024—literally!

With 815 devices in action, the SARA automated alerting platform logged an incredible **366,095 alerts**—about **1,003 per day**—streamlining communication and response to call bells, pendants, and even refrigerator temperature monitoring to keep households running smoothly.



Garden Club in the Wellness Garden

Since 2023, BRC's Wellness Garden has offered a peaceful outdoor retreat for residents and therapy clients, designed to support healing and mobility practice through mixed-terrain pathways, sensory elements, and relaxation areas. This year, an innovation grant further enhanced the garden's role by funding therapeutic horticultural programming, bringing expanded gardening opportunities to Assisted Living's Garden Club and Nursing residents.

More than just a space for planting, the Garden Club is a true therapeutic horticulture program, led by certified Therapeutic Horticulture Practitioner and Vice President of Development and Community Relations, Carrie Budd. Therapeutic horticulture is an evidence-based practice that enhances residents' well-being by cultivating engagement, cognitive stimulation, and a sense of purpose. With the addition of raised beds, specialized equipment, and other



resources to improve accessibility, the Wellness Garden has become an integral part of BRC's commitment to holistic well-being.

A New Community Garden

BRC's vision for expanded green spaces is becoming a reality as phase one of the Community Garden takes shape. Thanks to the collaboration of the maintenance and grounds teams, along with dedicated resident volunteers, the newly expanded and relocated garden is already thriving.



Raised garden beds have been built and installed, providing accessible spaces for residents to grow their favorite plants. A greenhouse and resident garden shed are now in place, along with a new fence and hedge border to enhance the space. Fruit bushes have also been planted, and plans for the cut flower garden are underway.

Looking ahead, BRC is excited to begin the next phase of the project—introducing a dining production garden that will supply fresh, homegrown produce to BRC’s dining venues and kitchens. As opportunities for well-being, engagement, and sustainability continue to

expand, this garden is becoming an integral part of BRC’s commitment to enriching the resident experience.

Beauty & Wellness on the Crist Farm Trails

The Crist Farm Walking Trails thrived this year! A brood of bluebirds hatched in the trail’s nesting boxes, bringing new life to the landscape. Residents embraced the outdoors with yoga, tai chi, and sound baths, while continued work on the wildflower meadow ensures our scenic paths stay vibrant and blooming.



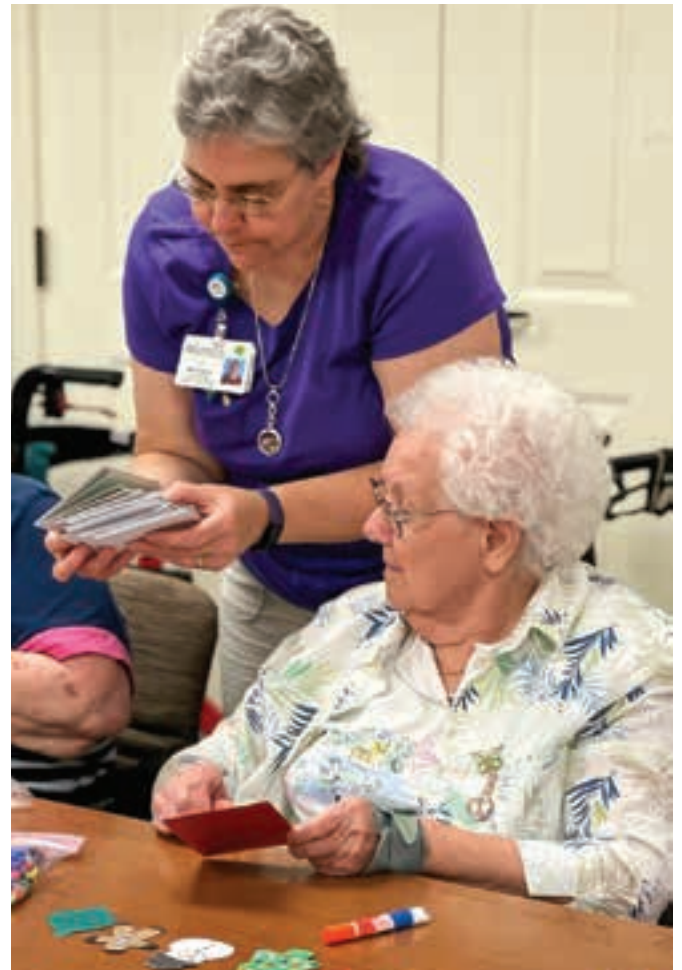
IMPACT

Enhancing Connections Across Campus

Over the past year, BRC's well-being team has expanded opportunities for residents to connect, engage, and thrive across all levels of living. With a strengthened leadership structure and the support of the Extended Family program, more residents than ever are participating in activities that bring joy and purpose to their days. Here's how it's going:

Extended Families

The revival of the Extended Family program has been a game-changer. By pairing non-direct care team members with households, the program provides extra support during outings and activities while developing meaningful relationships. As a result, a new dynamic is emerging: residents across different levels of



care are engaging with one another in ways never seen before. Independent Living residents now join music programs in Assisted Living and Lantz Chapel, while Assisted Living and Nursing residents participate in the Speaker Series and karaoke events. These shared experiences are strengthening community bonds and creating moments of joy across campus.



New Ways to Stay Active

The fitness team put in hard work to launch Spiro100 virtual fitness classes this year, bringing even more fitness opportunities to the community. From Standing Strong to Yin Yoga, Cardio Dance to Standing Drumming, and Glo Drumming, the team continues finding creative ways to keep residents active and engaged. The results speak for themselves: Spiro100 classes have been extremely well-received, offering something for every fitness level and preference. One resident submitted a 'Fill the Cup' recognition for the team, sharing: "A special thanks to Donovan and his team for our glow drumming experience! It was so much fun. They dedicate so much of their time to making sure we have a blast while getting our exercise in!"



Prom Party

Building on the success of this year's sock hop, the Senior Prom remains a much-anticipated new tradition at BRC. Thanks to the innovation grant process, this beloved event will continue bringing

residents, team members, and families together for a night of fun and celebration. Residents eagerly await to see what next year's theme has in store!



Opening Minds Through Art

BRC is proud to continue offering the innovative Opening Minds through Art (OMA) program, a meaningful initiative which provides residents living with dementia the opportunity to express themselves through art. This year, a new facilitator was trained and the OMA team invested in additional supplies to keep the creative energy flowing. Since 2023, OMA has thrived thanks to an innovation grant and funds raised through the LiveWell campaign. Moving forward, it will become a self-sustaining program through its annual art show.

OMA's first art show in March raised an impressive \$2,500, paving the way for its future success. BRC residents are also gaining statewide recognition for their work. Four resident artists were featured in the first-ever statewide virtual OMA art show this fall! It is exciting to watch this program continue to flourish, enriching the lives of residents and volunteers through creativity and connection.



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.

2024 BRC Foundation Board of Directors

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Janessa Baker, Vice Chair
Ray Albers
Robert Armbruster
Heather Barkey
Anita Beckman
Charles Blair
Sally Jane Conner
Hattie Driver
Beverly Eye
Ted Flory
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Rufus Huffman
Cindy Moyers

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Harold Furr
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John & Marilyn Garber
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Norma Gardner
Patricia A. Gardner
Sandra Gardner
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Diane Gasper
Jean & Frank Gearing, III
Robert Geary
Bradley K. & Ellen V. Geisert
Gregory W. Geisert
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Karen Gerard & Matt Bingay
J.D. & Becky Glick
Mary Jo Glick
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 Bingham W. Higgins & Susan E.
 Greene-Higgins
 Rodney & Gloria Hildebrand
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 Suzanne M. Hinkle
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 Roma Holloway
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 Dr. Wallace & Eleanor Holthaus
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 Jim Carter & Pam Hunt-Carter
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 Jordan Gaines Lewis
 Warren Lewis
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 Henry & Ellen Lineweaver
 W. Price Lineweaver
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 John & Courtland Meyer
 Edgar & Karen Meyerhoeffer
 Suzann L. Meyerhoeffer
 Ruth K. Mickelberry
 Dawn Elizabeth Miller
 James & Linda Miller
 Janice Kathryn Miller
 Pauline G. Miller
 Peter Miller
 Thomas & Robin Miller
 Diane O. Mincey
 Saraona F. Minnich
 Barry & Connie Minnick
 Arthur & Mary Jo Mitchell
 James R. & Theresa J. Mitchell
 Donna Mitner
 Charles T. Mizell Jr.
 Wanda S. Moad
 Lavern P. Moffat
 John & Ann Monger
 Sherry L. Mongold
 Katharine Moore
 Samuel & Beverly Moore
 David & Maryangela Morgan
 David Moyer & Doris Martin
 Deja Moyer
 Barbara K. Moyers
 Eugene & Pam Moyers
 Susan K. Moyers
 Terry & Diane Murray
 C. Carter Myers
 Roger S. Myers
 Rowena Myers
 Suzanne Nalker Benedict
 Cathy & Hans Naumann
 Rev. John & Linda Neff
 Greg & Melissa Nelson
 Ryan Nelson
 Darlene Newman
 Anne W. Nielsen
 Wilfred & Joyce Nolen
 John ODell
 Sue Overman
 Rosemarie J. Palmer
 Carol L. Parks
 Stephen & Shirley Parsons
 Rebecca Payne

Elizabeth Pazur
 Debra Pelikan
 Larry & Jane Pelletier
 D. Jean Petre
 Marilyn W. Phibbs
 Richard & Eileen Phillips
 Dick & Annette Pierce
 Ronald & Sarah Pierce
 Dan & Stephany Plecker
 Edward & Judith Powell
 Nan M. Powell
 Carolyn Price
 Edmund & Deborah Price
 Sandra Pruett
 Charley H. Puffenbarger
 Jim & Brenda Puffenbarger
 Joseph & Becky Puffenbarger
 Tiffany Rawding
 Raymond & Anne-Huston Parker
 Lynn Reams
 Elizabeth Reese
 Richard & Maralee Reeves
 James & Joann Reid
 William & Virginia Reinhold
 Robert L. & Carol Kim Retka
 Thomas L. Reynolds Jr.
 Ralph & Linda Rhodes
 Linda Ridder
 Brittney Riggelman
 Edward Rinaca
 Lynn Riner
 Martin J. Ritchie
 Matthew Robinson & Lindsay
 Brubaker
 Michael & Margaret Robison
 Clooney Rodeffer
 William & Tammie Rodgers
 Kenneth Blair Roller
 Michael R. Ross
 Tom & Barbara Ross
 Doyle & Darlene Rounds
 Dale K. Rusmisl
 Rachel Ruth-Smith
 Blaine & Judy Ryman
 B. Franklin & Ann Salyards
 Al & Phyllis Sauflay
 Jeffrey & Patty Schleifer
 Susan Schuckman
 Cathryn F. Seese Estate
 John H. & Faye T. Sellers
 Fred & Helen Shank
 Dorothy V. Sharpe
 Abram J. Shearer
 Nelson & Martha Lou Sheets
 W. Keith & Jennifer Sheets
 Jonathan Shenk M.D.
 Joy L. Sherman
 Gary & Rebecca Shickel
 Helen W. Shickel
 Karen Shifflett
 Mark A. Shifflett & Rebecca R.
 Hill-Shifflett
 Charles C. Shiflet Jr.

Don & Donna Shiflet
Helen Shiflet
Karen Shiflet
Aaron & Jennifer Shirkey
Harry & Nancy Showalter
Kenneth & Sue Showalter
Elwood A. Shrader
Ann & Mark Siciliano
Edgar B. (†) & Catherine T. Simmons
James G. & Jean H. Simmons
Linda Simmons
Oma Gail Simmons
Sue Simmons
William L. Simmons
George Simpson
T. Edgar & Zizi Sipe
Karen Siron
Dennis R. & Karen M. Slagle
Terry & Vickie Slaubaugh
Jeffrey E. Snelson
Alison Snook
Elizabeth H. Snyder Estate
Wayne & Carol Spangler
James Gordon Sprinkel
Janet S. Stepp
Robert & Diane Stevens
Daniel & Barbara Stogdale

Barbara B. Stoltzfus
John & Toni Stone
Kathy Stanley's Family
Rich & Leslie Sturges
Rhonda Stutzman
Garnet Suiter
Teri R. Sumey
Marian B. Suter
Andruette M. Sutton
Faye S. Sutton Family
Rev. Fred & Nancy Swartz
Carlee Swisher
Julie A. Swope
Linda S. Tanguay
Roy Tanner
David & Constance Taylor
Gerald & Susan Taylor
The O'Connor Group
Paula L. Thompson
Susan Thompson
Libby Tofflemire
Tom & Lori Mendez
Kelli L. & Gary Tomasulo, Jr.
Warwick Tomfohr
Rev. James Tongue
Teresa Townsend
P. David & Mardi Trout

Marcia Troyer
Cynthia A. Tusing
Gary & Marcia Tyeryar
Ann E. VanPelt
Janice W. Wade
Marilynn M. & Michael R. Waggy
Donald & Estelle Wagner
Frederick & Joyce Wampler
Gina L. Wampler
Glenna Wampler
Jodie E. Wampler
Joe & Faye Wampler
Priscilla Wakeman Wampler
Judith K. Warren
Doris S. Waters
K. Craig Waters
W. Steve & Ruth Watson
W. Todd & Shannon Watson
Elizabeth Webster
Michael & Janet Weeks
Cathy Welsh
John M. West & Linda A. Elliott
Christopher Westerfield
Shirley Western
Barbara & Robert Whaley
Robert & Karen Wheatley
Tom & Marnie Wheatley
John & Gene White
Larry & Amy White
Blanche C. Whitesell

Mary Whitley
Dr. Richard T. Wilfong
Richard & Pamela Wilkins
Robert & Roberta Wilkins
N. Paige & Ann Will
Barbara Williams
Alice Liskey Wilson
Howard & Nancy Wilson
Ray M. (†) & Ann H. Wine
Milla Sue Wisecarver
Robert & Nancy Wiskeman
Donna Wojciechowski
Nancy R. Woody
Douglas & Karen Wright
Lisa Wright
Richard C. Wright Estate
Danielle Wroblewski
Merv & Mary Wunderlich
Richard & Margaret Wurst
John & Jodie Wymer
Ron & Leona Raines Wyrick
Bernard H. Yancey
Catalina Yanez
Mary Louise Yates
Vicki & James Zerkel
J. Samuel Zigler & Sharon
Kalbarczyk
Fred & Katherine Zimmerman

(†) = deceased

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:**
21.3%

**MEMORY
SUPPORT:**
15.8%

**NURSING
HOUSEHOLDS:**
22.8%

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

Giving by BRC Team Members

Anonymous	Michael Matchinski
Julie Adams	Emily Mawyer
John Adkins	Sara L. McAlister
Rodney D. Alderfer	Lawana Meadows
Mary Kate Allanson	Kemberly Melton
Bradley Anderson	Diane H. Metzler
Fiona Anderson	Kayla Cook Meunier
Brenda S. Barb	Zane Michael
Russ Barb	Alison Miller
Yvette Benson	Amy R. Minnick
Sheila M. Bowman	Buffy Mitchell
Michael D. Bragg	Cindy Morris
Carolyn S. Budd	Rachel Morris
Robin Campbell	Kevin Nelson
Lauren Carper	Anne M. O'Donohue
Faith Cayton	Heidi Painter
Riley Cesar	Maria Partlow
Shannon Chambers	Lori Patterson
Rebecca Chittum-Burkholder	Karyn Posey
Lorie Cole	Laura Ipock Powell
Jeaninne Collins	Gina Preston
Rhonda K. Collins	Angie Pyles
Jocelyn Conner	Dana R. Ramsey
Katherine Conner	Christopher Rathbun
Krista McKean Cople	Lauren Reeves
Pamela Covert	Daniel F. Ritchie II
Dezarai Crawford	Felicia D. Ritchie
Easton Davis	Julia A. Ritchie
Christine S. Derrow	Vanessa Ritchie
Michele S. Dodrill	Fallon R. Ryman
Jeremy Douylliez	Misha Sarco
Jennifer Dove	Mary Jo Sauflay
Dena C. Driver	Katherine Saylor
Peggy A. Estes	Derick Shank
Lourdes Fernandes	Joel Shank
Anne Whitney Flint	Dreamia D. Sheffer
Anne-Margaret Frazier	Priscilla S. Sheffer
Brian Glick	Pamela S. Sherman
Devon F. Gooden	Lisa Gray J. Shickel
Amanda Harpine	Coale J. Shifflett
James Hartman	Lindsey Shifflett
Michelle Hartman	Amanda Shrader
Katelyn Hawkins	Cheryl D. Smith
Ashlie Heatwole	Katelyn Smith
Holly M. Heatwole	Tammy Souers
Emily S. Hinkle	Laura C. Spicer
Robert Hinkle	Robin M. Spitzer
Katie Howdysheill	Betty Staubus
Lauren Jones	Melissa L. Stover
Tammy J. Jordan	Ashley Strawderman
Ethel Kimmell	Jeannette Suter
Brittany Kline	Mike Tipton
Kristin Knight	Cameron F. Tolley
Ganna Krot	Jane Towers
Susan S. Kuykendall	Lura R. Trout
Jeffrey W. Lambert	Jessica Via
Brian Landes	Wanda Wampler
Lisa Landes	James A. Weaver
Jayne Liskey	Ann Weese
Catherine Lissa	Salena Weese
Regina Lonas	Adam Wright
Sarah Lutz	Barbara Zombro
Annette Marshall	

129

Donors

34%

PARTICIPATION

\$21,403

TOTAL GIFTS

THE BVRA

Gives Back

The **Bridgewater Village Residents Association** makes a meaningful impact on BRC and the broader community through fundraising and charitable donations under the leadership of:

President: Bill Reinhold

Immediate Past President: Fred Swartz

Co-Vice Presidents: Ann and Paige Will

Secretary: Cindy Fike

Treasurer: Mike Fike

Representatives to the Board: Paige Landes and Marty Barlow

INCOME

\$97,699.21

The Village Barn Sale	\$96,092.68
BVRA Dues	\$740.00
Donation Income	\$866.53

EXPENSES

\$67,953.76

Bridgewater Fire Department Donation	\$12,000.00
Bridgewater Rescue Squad Donation	\$12,000.00
BRC Foundation Donations (Forever Family Endowment, Energized Life Fund, & Spiritual Life Endowment in memory of residents who passed)	\$13,200.00
Library Committee (new books purchased for May Meadows Library)	\$827.53
New Resident Recognition (welcome gifts & receptions for new residents)	\$2,045.35
Social Committee	\$10,312.25
Team Appreciation Committee (various gifts of gratitude provided for team members)	\$16,317.05
Woodwerks Donation (one-time purchase of wood lathe)	\$1,251.58

Impact through Volunteer Service

Individual Volunteers

Stanley Abbot	Elizabeth (Betty) Bryan	Ruthie Evans	Tatum Gyllenhoff	Donald Lewis
Mary Kay Adams	Gretchen Buddenhanger	Bev Eye	Tom Hall	Margarita Lewis
Ray Albers	Betty Caricofe	Bill Faw	Jasmine Hall	Jo Ann Liskey (†)
Susan Albers	Krystal Carnahan	Martha Faw	Bryce Hammersley	James Longenecker
Ervin Anderson	Donna Cason	Konnor Fellenstein	Anna Mae Harmon	Bill Ludwick (†)
Ann Anderson	Dianna Chandler	Charlotte Fifer	Amanda Harris	Wes Loomis
Jeff Arbogast	Douglas Chismar	Mike Fike	Doris Harsh	Kathy Lutz
Bob Armbruster	Julie Chismar	Cindy Fike	Josephine Hartigan	Doris MacDaniel
Jean Armstrong	Sally Chumbley	Julian Fisher	Henry Hawkins	Ginger MacNaughton
Janessa Baker	Michael Chumbley	Elizabeth Fitt	Betsy Hedrick	Abigail Maguire
Heather Barkey	Miriam Clark	Ann Flora	Kathi Hemmis	Jemma Martin
Marty Barlow	Susan Clark	Wanda Flora	Judith Henneberger	Mary Mcavoy
John Barr (†)	Shirley Cockrell	Jan Flora	Stephan Hess	Jack Mcavoy
Anthony Barringer	Pat Compton	Pam Flory	Gloria Hildebrand	Roger McCafferty
Brenda Beach	Ralph Compton	Thomas Flory	Clara Hildebrand	Sharon McCafferty
Laten Bechtel	Grace Compton	Joy Frederick (†)	Rodney Hildebrand	Barbara McKee
Anita Beckman	Emma Constable	Jane Fulk	Sydney Hole	Karen McNeal
Kendall Bennington	Gayle Corrado	Harold Furr	David Holl	Ann "Marie" Menard
Fletcher Bingham	Elsie Cox	Bob Gaines	Brent Holl	Juanita Mendenhall
Kay Bingham	Peggy Counts	Corinne Gaines	Bradley Holmes	George Mendenhall
Bill Blair	Paige Cramer	Karen Garner	Wilda Holsinger	Pauline Messier
Isabelle Bolyard	Gary Creasy	Jim Gaskins	Alice Lee Hopkins	Rick Messier
Jim Bowman	Susan Creasy	Phyllis Gaskins	Michael Hostetter	Ella Jane Michael
Sylvia Bowman	Madison Custis	Charles Gerard	Nancy Hostetter	Mary Miller
Jo Ellen Bowman	Nancy Dagen	George Getic	Darrel Hostetter	Marilyn Miller
Ruth Boyers	Alexa Danielson	Sonia Getic	Sue Houghland	James Miller
Nancy Bradfield	Rebecca Day	Madelyn Gilkeson	Rufus Huffman	Sue Miller
Bud Branch	Glenda Deaton	Becky Glick	Nancy Hulings	Maggie Mizelle
Jane Branch	Kay DiVincenzo	Paul Graham	Tim Hulings	Sherry Mongold
Charlotte Brazeau	Dr. John Downey	Janina Greene	Gail Hunt	Samuel Moore
George Brenneman	Hattie Driver	Joyce Grove	Greg Jaccard	Bev Moore
Kim Brenneman	Beth Driver	Carol Grove	Andy Jackson	Pam Moyers
Pat Brown	Elizabeth Emswiler	Kathy Guisewite	Lee Jackson	Eugene Moyers
			Robert Jochen	Cindy Moyers
			Edwin Johnson	John Neff
			Mark Jordan	Anne Nielsen
			Constance Jose	Joyce Nolen
			Nancy Keplinger	Wil Nolen
			Janet Kinsey	Andrea Nolley
			Sharon Kiracofe	Sue Overman
			Sallie Kiser	Rosemarie Palmer
			Robert Kloetzer	Steve Parsons
			Vickey Kloetzer	Shirley Parsons
			Mary Beth Kuebler	Anjali Patel
			William "Bill" Kyger Jr.	Beth Patterson
			Joanne Lam	Jonah Pence
			Vicky Lambert	Rex Peters
			Paige Landes	Ruth Peters
			Craig Landes	Jean Petre
			Emily Larson	Judith Phillippi
			Doris Lawrence	Eileen Phillips
			Ellen Layman	Belinda Phillips
			Julie Leitner	Neil Porter



Bringing Therapy Closer to Home

BRC is making therapy more accessible for Independent Living residents with a new satellite therapy location in Maple Terrace. This dedicated space now provides outpatient physical, occupational, and speech therapy, bringing essential services even closer to residents—an exciting step for the entire therapy team.

2024 Group Volunteer Organizations

ARC of Harrisonburg / Rockingham	James Madison University – Alpha Phi Omega
Augusta Health	JMU Lifelong Learning
Blue Ridge Christian School	James Madison University – Social Work
Blue Ridge Community College College	James Madison University – Dukes Make a Difference
Blue Ridge Mountain Dulcimers Club	James Madison University – Health Services Administration
Bridgewater College – Women's Soccer	James Madison University – School of Art and Design
Bridgewater College – Department of Music	James Madison University – School of Nursing
Bridgewater College – Health and Exercise Science	James Madison University – University Choir
Bridgewater College – The Screaming Eagles Band	John Wayland Elementary
Bridgewater College – Women's Field Hockey	Massanutten Technical Center
Bridgewater Presbyterian Church	Massanutten Resort
Bridgewater Rotary Club	Montezuma Church of the Brethren
Bridgewater United Methodist Children's Ministry	Murphy Demming College of Health Sciences
Bridgewater United Methodist Choir	New Beginnings Church
Bridgewater United Methodist Church	Peak Mennonite Church
Bridgewater United Methodist Youth	Shenandoah Valley Dulcimers
Bridgewater Village Choir	South River Boys and Girls Club
Cardinal Dental Specialist	Summit Church of the Brethren
Cards with Love	Skyline Church
Connections Early Learning Center	The Highlander Band
Eastern Mennonite University	The Threshold Choir
Fort Defiance High School	The Vocal Chords
Friendly City Florals	Therapy Dogs International
Good Time Gospel Quartet	Turner Ashby High School National Honors Society
Harrisonburg First Church of the Nazarene	USA Dance Team
In Motion School of Dance	Valley Program for Aging Services
Inspire, LLC	Wilbur Pence Ruriteens

Mary Porter	Gloria Roller	Carolyn Shorb	Richard Stutzman	Renee Wenger
Nan Powell	Sara Ruby	Ann Siciliano	Donna Summy	Shirley Western
Bill Powell	Trinity Rucker	Kathleen Siker	Nancy Swartz	Marnie Wheatley
Eunie Powell	Jerry Ruff	Edgar Simmons (t)	Fred Swartz	Tom Wheatley
Edward Powell	Judy Ryman	Kathy Simmons	Julie Swope	Bob Wheatley
Judith Powell	Blaine Ryman	Nancy Simmons	Paula Thompson	Cindy Wheelbarger
Larry Powell	Bill Sale	Sue Simmons	Francie Thornton	Linda White
Carolyn Price	Donna Sampson	Chris Smith	Jackie Towers	Mary Whitley
Sandra Pruett	Edward (Gene) Sampson	Linda Snader	Gary Tyeryar	Lizzie Whitten
Sam Puffenbarger	Jeffery Schleifer	Abby Snook	Marcia Tyeryar	Ann Will
Karen Reed	Carole Sease	Kathy Sommers	Janet Underwood	Paige Will
William "Bill" Reinhold	John Sellers	Julianna Southall	Susan Vanhorn	Jean Willi
Kim Retka	Bonnie Semans	Carol Spangler	Ann VanPelt	Christian Williams
Tom Reynolds	Dorothy Sharpe	Wayne Spangler	Janice Wade	Regan Wilson
Joyce Rhodes	Abe Shearer	Linda Sterrett	Joyce Wampler	Teagan Winn
Cheryl Richards	Nelson Sheets	Diane Stevens	Glenna Wampler	Judy Winner
Erin Rinaca	Martha Sheets	Cathie Stivers	Madison Wardell	Richard Winner
Jeff Ritchie	Don Shiftlet	Barbara Stogdale	Susan Warren	Nancy Woody
Diane Ritchie	Karen Shiftlet	Daniel Stogdale	Steve Watson	Merv Wunderlich
Matt Robinson	Helen Shiftlet	Toni Stone	Charlie Waxman	Lauren Yenser
Mike Robison	Jennifer Shirkey	John Stone	Maty Waxman	Rowan Zeiss
Margaret Robison	Jerry Shorb	Kent Stoneburner	Rose Wells	

Civic and Business Support

American Legion Post #188
Ashworth Bros., Inc.
Bridgewater Ruritan Club
Bridgewater Steam & Gas Group
Bridgewater Village Residents' Association
Campbell Print Center
Cardinal Dental Specialists
City National Bank
Dominion Energy Charitable Foundation
Everence Foundation, Inc.
Farmers & Merchants Bank
GFWC Wayland Women's Club

Hershey Creamery Company
Hipps Financial Partners
Houff Charitable Foundation
Houff Corporation
Houff Family Foundation
Karis Project
Kyger Funeral Homes
Landes Heating & Air Conditioning
Leitner Law Group, PLC
McHone Brothers, LLC
Network for Good
Park View Federal Credit Union

Partners Excavating Company
PBMares, LLP
Shickel Corporation
Sign Pro
Sodexo, Inc. & Affiliates
The Community Foundation of Frederick County, MD, Inc.
The Community Foundation-Harrisonburg and Rockingham County
Turner Ashby High School
Weaver's Flooring America
Zella Gahagen Trust

Church Partners

Beaver Creek Church
Bethel Church of the Brethren-Keezletown
Blue Ridge Chapel Church of the Brethren
Bridgewater Church of the Brethren
Calvary Covenant Brethren Church
Cedar Grove Church of the Brethren
Cedar Run Church of the Brethren
Charlottesville Church of the Brethren
Dayspring Church of the Nazarene
Emmanuel Women's Fellowship
Flat Rock Church of the Brethren
Forest Chapel Church of the Brethren

Hiner Church of the Brethren
Luray 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. Pleasant Church of the Brethren
Mt. Zion Church of the Brethren - Broadway
Mt. Zion Church of the Brethren-Luray
Pine Grove Church of the Brethren

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
Summit COB Women's Fellowship
Sunrise Church of the Brethren
Sunset Drive United Methodist Church
Timberville Church of the Brethren
Valley Pike Church of the Brethren
Wakemans Grove Church of the Brethren
Wakemans Grove COB Men's Fellowship

Legacy Council Members

Anonymous
Judith Miller Allen
Jean Armstrong
Roger & Sonja Bible
Emmert & Esther Bittinger
James & Sylvia Bowman
Dick L. Boyd
Chester & Nancy Bradfield
Daniel W. Brubaker
Allen M. Clague Jr. (†)
Alfred Ray Cline (†)
Melba M. Cline (†)
Patricia S. Costie
Mensel D. Dean Jr.
Margaret K. Dent
Janice Drechsler
Hattie Driver
Theodore & Mary Beth Flory
Thomas Flory
John & Marilyn Garber
Kathleen Gardner
Karen Garner
Janet W. Good

Wilda W. Holsinger
Paul & Mary Ann Hoyt
Rufus & Elaine Huffman
Tim & Nancy Hulings
Kevin D. Humphries
Gail L. Hunt
Barbara H. Jewell
Robert H. Jochen & Christopher T. Smith
Sallie E. Kiser
Pearl L. Lantz
W. Price Lineweaver
Mary Ann Littrell
Paige D. Martindale
Marion E. Mason (†)
Roger & Sharon McCafferty
Joel A. McCauley
Karen P. McNeal
Dawn Elizabeth Miller
Janet Carter Miller (†)
Janice Kathryn Miller
Mary Lou Miller
D. Jean Petre
Carolyn B. Price

Richard & Maralee Reeves
Kennon V. Rothchild
William & Josie Sale
Jeffrey & Patricia Schleifer
Donald & Donna Shiflet
Edgar B. (†) & Catherine T. Simmons
Terry G. & Victoria G. Slaubaugh
Elizabeth H. Snyder (†)
Fred W. & Nancy C. Swartz
Paula L. Thompson
Gary L. & Marcia E. Tyeryar
Ann E. VanPelt
Janice W. Wade
Bonnie Lou Wampler (†)
Priscilla Wakeman Wampler
W. Steve & Ruth C. Watson
John E. & Gene White
N. Paige & Ann C. Will
Gladys B. Wonderley

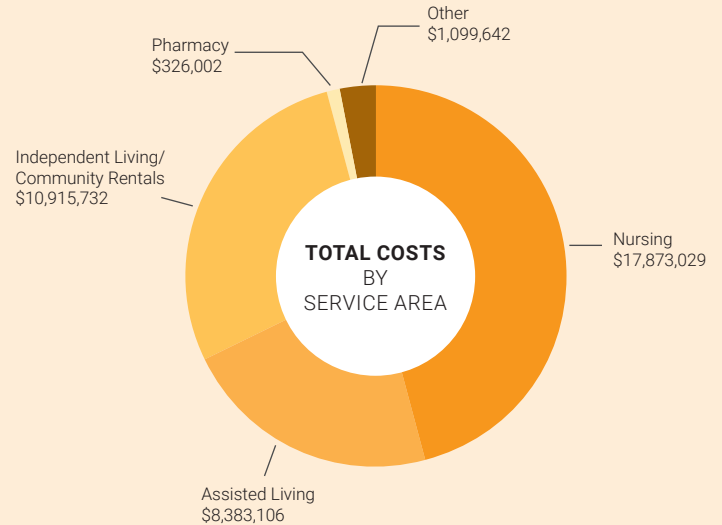
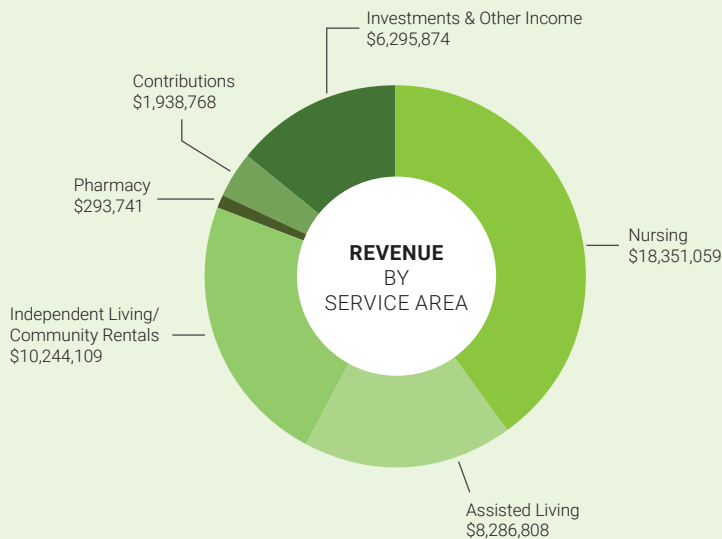
(†) = deceased










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.

2023-2024 Financial Dashboard

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



TOTAL COSTS BY CATEGORY			
 <p>Salaries, benefits, payroll taxes</p> <p>\$22,460,296</p>	 <p>Medical supplies, food, and therapy</p> <p>\$3,666,568</p>	 <p>Facility costs, utilities, technology, and equipment</p> <p>\$2,723,613</p>	 <p>Administration</p> <p>\$2,111,373</p>
 <p>Depreciation and amortization</p> <p>\$4,655,016</p>	 <p>Insurance, taxes, and business licenses</p> <p>\$1,472,563</p>	 <p>Interest</p> <p>\$1,508,082</p>	<p>TOTAL</p> <p>\$38,597,511</p>

ASSETS				
Current Assets	Investments	Physical Property and Equipment	Other assets	TOTAL
\$4,594,602	\$46,536,200	\$87,778,899	\$1,360,785	\$140,270,486

*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 FOOTPRINT

Employment

\$21,101,053

in payroll and benefits

Taxes Paid \$2,036,657

*taxes paid and/or passed through

Capital Expenditures \$3,941,607

Green Space Investment \$159,323

*includes Crist Farm Walking Trails
& the expanded Community Garden

Community Contributions \$43,436

*includes philanthropic donations,
sponsorships, & other charitable giving

Local Business Investment \$4,624,248

*total spent at businesses within
the Harrisonburg/Rockingham and
Staunton/Augusta/Waynesboro areas

Sustainability through Composting

We diverted **34 tons** of waste, saved nearly **94 cubic yards** of landfill space, and prevented **14.3 metric tons** of greenhouse gas emissions.

OCCUPANCY RATES

October 2023 – September 2024



Independent Living

269 RESIDENCES

98% Occupied
or contracted



Assisted Living

not including memory support:

69 APARTMENTS

97% Occupied



Memory Support

29 RESIDENCES

93% Occupied



Nursing Households

127 RESIDENCES

97% Occupied

OVERALL

494 RESIDENCES

96% Occupied
or contracted

Bridgewater HealthCare Board of Directors, 2024

Abe Shearer, Chair
Ann Siciliano, Vice Chair
Henry Hawkins
Betsy Hedrick
William "Bill" Kyger, Jr.
Craig Landes
Sherry Mongold
John Neff
Larry Powell
Jennifer Shirkey
Bob Wheatley

Senior Leadership Team

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 2024 Impact Report reflects the work of many. We particularly recognize:

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

DESIGN: Blue Ridge Multimedia

PHOTOGRAPHY: Sera Petras Photography, Dustin Blyer, Ashlie Heatwole,
Sarah Lutz, Karyn Posey, and Laura Powell

BRIDGEWATER RETIREMENT COMMUNITY

energy FOR LIFE

302 North Second Street
Bridgewater, VA 22812

800.419.9129
540.828.2550

www.BRCliving.org



800.419.9129
brcliving.org
302 N 2nd Street
Bridgewater, VA 22812



INDEPENDENT LIVING
ASSISTED LIVING
MEMORY SUPPORT
NURSING HOUSEHOLDS

At Bridgewater Retirement Community, "energy for life" is more than a slogan. It's the way we do things. From our greenhouse to our woodworking shop, we encourage everyone to share their creativity. Because retiring from a career doesn't mean retirement from life.



BRIDGEWATER
RETIREMENT COMMUNITY

CELEBRATING 60 YEARS
OF *energy* FOR LIFE