

BRIDGEWATER RETIREMENT COMMUNITY

energy FOR LIFE

IMPACT REPORT 2019





“Community is a big part of who we are. It’s the most important word in our name, Bridgewater Retirement Community.”

— Rodney Alderfer

FROM THE PRESIDENT

Dear Friends,

Community is a big part of who we are. It's the most important word in our name, Bridgewater Retirement Community. In community we create true home, make meaningful connections, and work toward the best possible quality of life—for residents, team members, and families.

Although it may have been the most obvious thing about BRC in 2019, construction was not the only important initiative that was underway. In fact, as we eagerly work toward the completion of our (for us) massive construction project, we are also laying the foundation for a new era of connections and outreach with our broader community while simultaneously enhancing opportunities within our BRC community.

BRC has its greatest impact on quality of life for its residents and team members, of course, and they remain our top priority. We believe we can also contribute more to the broader community in a meaningful way. We want to have an impact on the lives of people beyond the 1,000+ who live or work on our 55-acre campus.

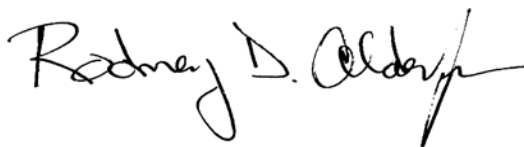
To that end, BRC was the driving force behind the 2019 Senior Community Needs Assessment, a comprehensive study sponsored by BRC in partnership with Valley Program for Aging Services and Holleran, an independent research firm. Our purpose was to determine the most pressing needs of people 65 and older in Rockingham County, Harrisonburg, and Augusta County. The results are being analyzed and will be made public this spring so that local government, health providers, nonprofits, and civic organizations can work together creatively to address those needs.

The year 2019 was also the first full year of our Community Connections initiative, which coordinates service opportunities every month for BRC residents and team members to work side-by-side to make a difference for the homeless, first responders, veterans, and many others.

Internally we are also focused on supporting our community in every way possible. The infrastructure renovations and expansions included in current construction projects will enhance our physical environment, foster wellbeing in all dimensions, and nurture our spirit of community. These physical improvements are matched by initiatives that support quality of life now and into the future. The pages of this report contain highlights of the myriad ways in which the people of BRC have made a difference for and with others.

Thank you for being our partner in this important work. You empower us to make a difference for so many.

Sincerely,



Rodney D. Alderfer

President | Bridgewater Retirement Community

Who We Are

Energy for Life

Stereotypes don't apply here. We work every day to create an environment and community that enhance zeal for life, that optimize self-agency, and that empower each person to live life as fully as possible.

As a Life Plan Community, BRC offers a continuum of options through four levels: Independent Living, Assisted Living, Memory Support (a special focus within Assisted Living), and Nursing. While individuals experience varying degrees of capability and a broad range of interests, throughout our community we cultivate a zest for life that brings out energy.

BRC Community by the Numbers*

511 RESIDENTS:

- 313 Independent Living
- 76 Assisted Living (including memory support)
- 122 Nursing

430 TEAM MEMBERS

** Numbers represent census at the end of the 2019 fiscal year. Team members include full time, part-time, and PRN/as-needed.*

BRC Culture

Three Core Values:

A lot has changed at BRC since its establishment in 1965, but our core values have remained (and will remain) constant. **Compassion, Stewardship, and Innovation** aren't just guiding principles for major decisions or long-term planning—they help guide every single interaction between team members and residents. They're just as essential in the small moments as in the big ones, and we work hard to encourage our team members to carry them and live by them throughout their daily work.

We do that by fostering a culture that recognizes and celebrates when team members go beyond the call of duty.



STEWARDSHIP

Resources
Responsibility
Home



COMPASSION

Caring
Dignity
Relationships

Dimensions of Wellness

We get it—wellness is a buzzword used so often it can feel like an empty cliché. We knew we needed to offer something genuine. So we started looking at wellness as a whole-person effort and continually strive to promote health across eight distinct dimensions: physical, emotional, intellectual, social, vocational, environmental, financial, and spiritual. Our wellness team provides programming and opportunities to residents and team members that span each dimension. It's one of the many ways we advance energy for life to our residents throughout the community.

On the cover and here: Team member Kaitlyn Remnant guides Melba Butler, 102, on a physical therapy walk on campus.

OUR MISSION:

*Promoting an engaging lifestyle within
our compassionate community*

OUR VISION:

Enhance and energize healthy living



INNOVATION

Collaboration
Creativity
Inclusion



Ten Great Things

ABOUT THE 2010s AT BRC

Looking back at the past year is instructive. But looking back several years puts things into a broader perspective, allowing us to see not only how far we have come but what advances have been most important. For BRC, 2019 capped a decade of growth that lays the foundation for even more good things in the years to come.

Nursing Households Set the Standard

1

BRC is a national leader in redefining excellence in long term care, doing away with the “institutional” nursing home model and instead creating households with person-centered support provided by teams including household coordinators and homemakers. In 2013, ground was broken for the Huffman Health Center expansion and renovation, and the first residents moved in the next year. Now, BRC Nursing Households are recognized both nationally and locally for the quality of care our residents experience. *See page 13.*

Claiming our Identity

2

BRC is intentional about articulating who we are and what is important. Rolling out our “Energy for Life” brand and vibrant new visual identity in 2013 was only one step. The team culture which emerged with the transition to nursing households has taken hold in every corner of our community. New mission and vision statements were developed in 2017. And we continue to be intentional about defining and fostering our culture, most recently through the Fill the Cup initiative. *See page 17.*

Graced Through Philanthropy

3

Every gift to the Foundation counts. They really add up, amounting over the past decade to an astounding \$16,703,081. We successfully completed two campaigns—Advancing the Vision, which in 2014 surpassed its \$4 million goal for the construction and renovation of the Huffman Health Center, and the Building Connections Campaign which blew past its \$3 million goal in 2018, helping to fund renovations and new construction for Assisted Living. *See page 18.*

Spiritual Life and Pastoral Care

4

BRC celebrated the 30th anniversary of the beautiful Lantz Chapel in 2018. With the support of the Pastoral Care Fund and the historically close affiliation with Church of the Brethren, BRC chaplains continue to offer loving spiritual support for residents, families, and team members. In 2019, with the support of generous donors Carolyn and Wallace Hatcher, we launched a clinical pastoral education center at BRC to provide multi-disciplinary spiritual care training. *See page 16.*

5

50: A Significant Milestone

In 2015, BRC reached the half century mark and celebrated throughout the year. Fifty years since its founding, the community had significantly expanded the number of people it serves, levels of support offered, and physical campus. But despite growth, the community remains warm, welcoming, and personal. The values of compassion, innovation, and stewardship—woven into the fiber of our identity since 1965—continue to be our foundation and our strength.

6

Residents on the Go

In the 2010s, opportunities expanded for BRC residents to travel and enjoy life outside of our campus. Village residents enjoyed day trips, group travel, and cruises. In 2016, funding from the Bridgewater Home Auxiliary made possible the purchase of new buses fully equipped with state-of-the-art seating and capacity for all needs. These buses became our newest asset in providing life-changing activities for Nursing and AL residents. Short trips to Dairy Queen and the park soon grew to longer trips throughout the state, even to the beach!

7

Two-way Volunteer Engagement

Hundreds of volunteers—college students, junior volunteers, community members, even residents—log thousands of hours each year in support of BRC and its residents, doing everything from driving people to medical appointments to helping residents get to the hair salon, delivering Easter Baskets, providing musical programs, and so much more to enhance quality of life at BRC. Conversely, BRC team members and residents go out into the broader community in a spirit of service through Community Connections and numerous other efforts coordinated through the Office of Volunteer Services. *See page 23.*

8

Comprehensive Physical Transformation

Knowing that the right physical environment is key to quality of life, BRC spent much of the 2010s transforming its entire campus, following the establishment of Gardner House in 2009. Projects included the Huffman Health Center, the Oasis, and modernized exteriors throughout the Village matched by renovations inside homes as new residents move in. Nearing completion in 2020 is the massive expansion and renovation project encompassing the Grove, Assisted Living, and a larger Houff Community Center with new dining venues, salon, fitness center, pharmacy, and more. *See page 12.*

9

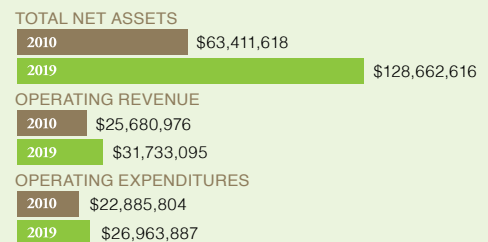
Whole-person Wellness

To foster wellbeing in all dimensions, for residents and team members alike, in 2018 BRC created the position of Director of Resident Well-being and Engagement, went tobacco-free, and introduced the Wellzesta engagement app for iPads. In 2019, the fitness team was brought in-house rather than being outsourced. Plans for 2020 continue the progress. We're on a roll!

10

Financial Growth

Modest growth in both annual operating revenues and expenditures demonstrates careful stewardship of resources and a conservative approach to price increases that could negatively affect residents. Still, total net assets have more than doubled since 2010, in large part due to BRC's investment in infrastructure that directly supports quality of life for our residents.

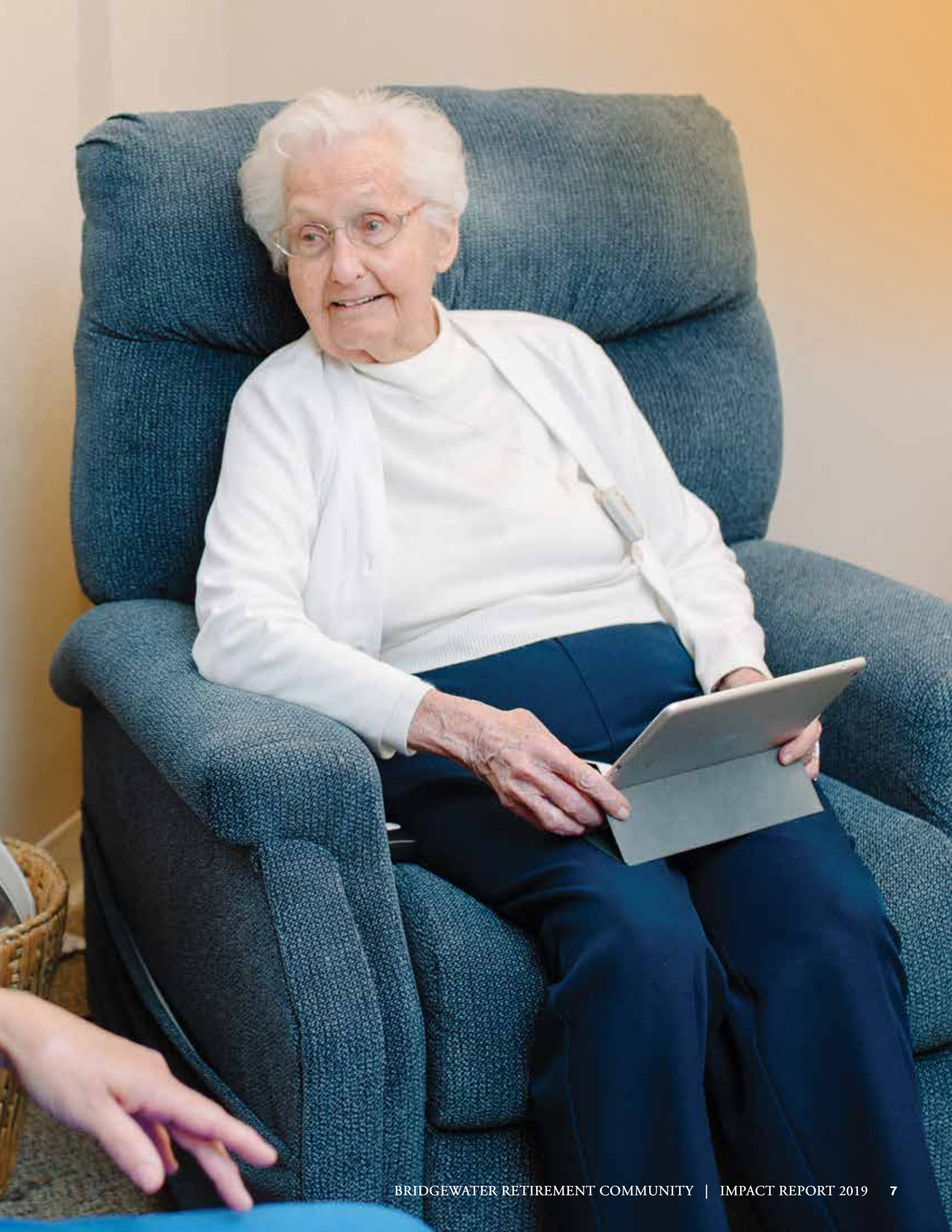




Compassion *in action*

Compassion is at the heart of all we do—both for residents and team members. It anchors the decisions we make every day, allowing us to treat each individual with the care and respect they deserve.

Team member Barbara Zombroe checks in with Miriam Holl, a resident in one of our nursing households, to see how she's doing. Because of BRC staffing policies, team members can spend extra time building relationships with residents.



Above and Beyond: Major Impacts in Little Moments

At BRC, we know that it doesn't always take a big or grand gesture to make a resident's day. It's the small stuff that adds up to make a real difference in the lives of the people we serve. Here are just a few examples of our team members stepping up to do just that.

Community Connections

BRC has always given back. But in 2019, we launched "Community Connections" to activate the work we do to serve our greater Bridgewater-Harrisonburg community in an entirely new way. The results speak for themselves.

In just a single year, BRC has:

- **Raised** nearly **\$10,000 in donations and in-kind contributions** for community causes
- **Served** over **630 hours** for community projects
- **Given 450 children's books** to Read to Succeed
- **Saved** up to **20 lives** with blood donations
- **Washed 40 loads** of laundry for persons experiencing homelessness
- **Donated 11 Thanksgiving Blessing Boxes** to community families

Plus, we connected and built relationships with 13 amazing community organizations:

- Open Doors
- Bridgewater Rescue Squad
- Big Brothers Big Sisters
- Daily Living Center
- American Cancer Society
- Eastgate Ministries
- Bridgewater Volunteer Fire Company
- American Red Cross
- United Way
- Home Instead Senior Care Foundation
- John Wayland Elementary School
- Boulder Crest
- Harrisonburg Women's Service League



Senior leaders Jeff Lambert, Michael Druen, and Rodney Alderfer took a "Polar Plunge" to raise money for Open Doors and support people experiencing homelessness.



CAROLINE STAFFORD

When she heard that a resident wouldn't be able to complete her Christmas shopping in time, Caroline braved the Black Friday crowds to find the perfect gift for the resident's loved one.



LAURA POWELL

When a music-loving resident in a nursing household began to decline, Laura Powell arrived with her guitar to sing and play hymns with the resident's family. Her gift of music provided the resident and family comfort and peace during a time of immense need.



DANIELLE BOYER

Danielle rose above the call of duty this past Thanksgiving, working beyond her assigned overnight shift assignments to tackle laundry so that her morning-shift teammates would have more time to celebrate the Thanksgiving holiday with residents.

In 2020, we're launching a program to celebrate team members who "fill the cup" for residents and other team members. Learn more on page 17.



Caregiver Support

BRC sponsored Valley Program for Aging Service's conference The Confident Caregiver, a day of empowerment for family caregivers, which featured sessions on health management, caregiver burnout, managing the costs of caring for a loved one, and more.

Home No Matter What

One of the many special ways in which compassion is demonstrated at BRC is through the Resident Care Endowment Fund (RCEF), which bridges the gap when residents have exhausted their resources and are no longer able to pay the full fee. BRC is their home, and financial support through the RCEF means they can remain in that home regardless of ability to pay.

Percentage of residents not able to pay the full fee in 2019:

Assisted Living
17.5%

Memory Support
25.2%

Nursing Households
29.8%



213 Future Professionals Trained at BRC

Through our on-site Certified Nurse Aide training, oversight of interns, and hosting of clinical rotations, BRC has an impact not only on current residents' lives but also, indirectly, on all the people whose lives will be touched by the next generation of clinical and spiritual caregivers. Here are the numbers for 2019:

On-site classes:

- CNA students trained by BRC: **39**

Clinical rotations:

- CNA students from Massanutten Technical Center and Blue Ridge Community College: **65**
- Doctoral students in occupational and physical therapy from Murphy Deming College of Health Sciences at Mary Baldwin University: **4**
- Nursing students (LPNs and RNs) from James Madison University and Blue Ridge Community College: **79**

Interns and Work Study:

- Graduate clinical pastoral education or counseling interns: **2**
- Academic intern/practicum students: **17**
- Work-study/Madison Scholar students: **7**

Reaching Beyond Our Campus

This year BRC built on its legacy of excellence in healthy aging by beginning to ask: "How can we serve the senior community beyond our campus?" To answer that question, we partnered with the Valley Program for Aging Services (VPAS) and Holleran, an independent research firm, to conduct a Senior Community Needs Assessment that sought to identify the needs of people 65 and older in the City of Harrisonburg, Rockingham County, and Augusta County.

The study brought together input from four sources:

- publicly available information such as census data and other demographics
- a survey of "key informants"—people who have professional expertise or responsibility for serving the needs of people 65 and older
- a survey of people who are 65 or older in Rockingham County, Harrisonburg, and Augusta County
- a survey of caregivers in the same jurisdictions

In the coming year, we'll share the results and work to build a coalition of partners throughout the Shenandoah Valley to tackle the challenges facing the needs of seniors living in our greater community.





Stewardship *in action*

Stewardship is about so much more than dollar signs. It's our commitment to take better-than-excellent care of our property, our resources, and our community.

Wellness team member Ali Snook leads a Tai Chi class with independent living residents on the Hearthstone Manor lawn.



Investing in Wellness

This June, BRC ended its partnership with an external fitness provider and onboarded a new in-house wellness team to expand and improve programming across the community.

Bringing wellness in-house afforded the opportunity to craft a team based on BRC's unique needs and cultural emphasis on whole-person wellness.

Under the leadership of Laura Spicer, our newly assembled wellness team has made vast improvements to the programming available both to residents and team members. "Having the team in-house gives us greater capacity for one-on-one relationship building," says Spicer. "Having that consistency really helps."

It's those relationships that have led to the improvement of existing fitness classes and even the development of new classes. One such, BAM (balance and movement), is so popular that two instructors are required to teach it.

Looking ahead, 2020 promises a brand-new fitness center with state-of-the-art, technology-based strength equipment and expanded hours.



BRC's wellness team includes Audrey Roach, Laura Spicer, Ali Snook, and Eric Samuelu.

PHYSICAL UPDATES TO CAMPUS



Construction Update

Construction on the Grove continued throughout 2019, which is set to open later this spring at 100% occupancy.

But of course, the Grove is just one part of a much larger construction project. We're also on track to complete the new Assisted Living wing and the Junction (our new casual dining venue) this spring. Later this year, we'll transform Stevens Café into a new home for our gift shop and complete the Custer Room's private dining room, the new Shenandoah Room and meeting room. Plus, the Maple Terrace atrium and current Assisted Living residences in Buildings 1 and 3 will see a complete renovation. All construction should wrap up sometime next winter.



Courts Exterior Renovation

The Courts apartment exteriors hadn't changed much since they were constructed in the 1970s. 2019 saw a complete renovation of the exteriors, dramatically increasing curb appeal and improving our community streetscape.



A Fresh Spot for Team Member Learning

The Learning Lab was converted from a dingy hole-in-the-wall to a fresh, clean, inviting space where team members can complete training assignments.



Heath Carter, Kayla Cook, Candise Williams, Sheila Bowman, Mary Bailey, and Nelson Marrotte at the Leadercast conference in Atlanta.

“Leadercast was amazing! We heard from nine dynamic speakers who spoke about being a leader, becoming a team player, and creating a culture conscious team.”

— Candise Williams

Stewarding our People

Building Leaders

BRC team members attended Leadercast Live, a national leadership development conference in Atlanta, Georgia. Speakers included Gayle King, Patrick Lencioni, and Juliet Flint.

Developing Careers

Team members at BRC can take advantage of professional growth opportunities, including training opportunities and scholarships awarded through the Bridgewater Healthcare Foundation. Take it from Justin Pillichody, who started at

BRC as a member of dining services, advanced to becoming a homemaker in our nursing households, became a CNA, and is now in nursing school—all with the support of the foundation’s professional development grant program.



JUSTIN PILLICHODY

“We are all on a journey,” he says. “I am here to make each resident’s journey the best it can be.”

Improving the lives of residents is a big part of why BRC invests in the professional development of its team

members. We know that when our team achieves success, residents win too. That’s why over 50 team members have received grants totaling over \$338,000 since 2014.

Planning Ahead

BRC conducted a Team Member Cultural Engagement Survey in 2019 and saw an incredible participation rate of over 90%. The feedback we gathered highlights our community’s strengths while identifying opportunities for us to improve BRC culture. We’ll lean on this survey in the year to come as we look to make BRC an even better place to work.

The Great Community Give

BRC participated this year in the Community Foundation’s Great Community Give, a single day of giving that enables people who love their community to easily give back.

If you’ve been on campus recently, you may have noticed that our Assisted Living meditation garden has been in a sad state of affairs. Through this single day of giving, we successfully raised more than \$4,000 to rehabilitate the garden with renewed landscaping, more appealing hardscaping, shaded seating, and a water feature.

The Dividends of Stewardship

These investments pay off—both in regional and national acknowledgements.

Here are just a few ways BRC was recognized this year:



The Daily New Record named BRC the **Valley’s Best Retirement Community** and **Best Nursing Home**



BRC nursing households continue to build on a tradition of excellence with yet another **five-star Medicare rating**.



BRC received a **U.S. News and World Report “Best Nursing Homes” rating**, designating it among the top 8% of nursing homes in the United States.



Innovation *in action*

Innovation is the lifeblood of progress at BRC. It keeps us on the leading edge of healthy aging and provides continuous quality-of-life improvements to our residents and team members.

BRC launched a spiritual care training program for team members and residents that greatly expands the capacity of our spiritual life team. Here, the 2019 cohort gathers in Lantz Chapel.



Spiritual Life and Whole Person Wellness

When Carolyn Lantz Hatcher offered a \$25,000 donation to develop a spiritual care training program, chaplains Russ and Brenda Barb recognized an opportunity to build an industry-leading spiritual care team. The gift provided funding to launch two key initiatives: spiritual care training for BRC team members provided by the Spiritual Care Association (SCA) and the formation of a Clinical Pastoral Education (CPE) Center in association with the Institute for Clinical Pastoral Training (ICPT).

“If the bar can be up here, why not make the bar up here?” asks Russ. “In our nursing household model, you cannot do chaplaincy the traditional way—it’s a square peg in a round hole.” The new model integrates spiritual care into each resident’s plan of care with a forward-looking, inclusive, evidence-based, and outcome-oriented approach.

The initial phase of training for BRC team members and residents is already underway, with seven students in the 2019 cohort and a dozen committed for the 2020 cohort. The first course, Spirituality and Aging, provides the basic education required to be recognized by BRC as a spiritual life partner. Beyond that, team members can continue training to earn a Spiritual Care Generalist Certificate through the SCA.

BRC also earned clearance in 2019 from ICPT to launch the new CPE Center, which allows BRC to become a clinical site for CPE training and supervision.

Together, these two initiatives lay the foundation for an exciting new chapter in spiritual care at BRC.



Dimensions of Wellness

Crushing Cookies >

BRC team members are blessed by an abundance of baked goodies filling up break rooms and brought in by residents and other community members to share their appreciation. So BRC’s Live Well team hosted a six-week “Cookie Crusher” group fitness bootcamp. It was so popular that more bootcamps are being planned for 2020.



Lunch and Learn >

Throughout the year, BRC team members took advantage of “Lunch and Learn” opportunities developed by Annie Frazier and the human resources team. We eat early so that front-line caregivers can participate.

Topics typically involve some sort of leadership development, but the most popular sessions included panels of residents sharing their accumulated wisdom with team members.





97%

TEAM MEMBER FLU SHOT PARTICIPATION



New Directions in Dining

It's no secret or surprise that dining options make a big impact on whole-person wellness. Meals that are dynamic, creative, healthy, and (of course) delicious play a significant role our health and wellbeing.

That's why this year saw the complete reimagining of dining at BRC. The Custer Room was remade from the ground up, with a complete renovation and a brand-new menu.

"I'm so proud of the work our dining team has done to revitalize our on-campus dining options," says VP of Independent Living and Assisted Living Sarah Hagan. "It's exciting to see residents enjoying the refreshed space."

But that's only the beginning. 2020 promises new dining options across campus including The Junction, a quick-meal action station with a brick pizza oven, salad bar, and an intimate coffee nook featuring local roasts. It will open later this year.

Defining and Expanding Culture

For several years, we've talked (quite extensively) about BRC's "culture journey." What began with the adoption of person-centered household culture in our nursing households has expanded across campus—from dining to assisted living to administration and beyond. But what does it mean now to be on the other side of that journey? That's the question Annie Frazier, manager for organizational design, culture, and training, set out to answer this year.

She worked with a group of 50+ team leaders from across campus through a series of retreats to drill down to the essence of BRC's identity. Drawing inspiration from culture-rich companies like Disney and Zappos, the team was looking for something descriptive that could function as a unified vision for our community.

They tested a few options but struggled to find something that clicked across campus. Then Dr. Mark Warner, former vice president of student affairs at JMU, presented a quote to the group that sparked inspiration.

"The pessimist sees the glass as half empty; the optimist sees it as half full. The servant leader fills the cup and looks for someone who is thirsty." – adapted from G. Donald Gale

The continuous learning team took "Fill the Cup" to BRC's senior leadership and began testing it with small groups on campus. It fit.

"Fill the Cup" is our call to action for how we make impacts both big and small in the lives of residents, their families, and our fellow team members. It's our core cultural purpose—the vision that unites our teams behind a common banner.

Throughout 2020, we'll continue to roll out Fill the Cup initiatives, including an awards and recognition program to celebrate team members for answering the call.

"The pessimist sees the glass as half empty; the optimist sees it as half full. The servant leader fills the cup and looks for someone who is thirsty." – adapted from G. Donald Gale

Bridgewater HealthCare Foundation, an autonomous organization governed by a separate board of directors, collects and distributes charitable contributions to support Bridgewater Retirement Community. The Foundation also provides support and coordination for BRC volunteers and community outreach.

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 Bingham W. Higgins and Susan E. Greene-Higgins
 Dick and Barbara Hite
 Geraldine F. Hoffman
 Brent and Karen Holl
 Roma Holloway
 Dr. Wallace and Eleanor Holthaus
 George and Ann Homan
 Daniel and Sarah Hooke
 Linda S. Hoover
 Margaret F. Horn
 Gloria R. Horne
 Michael L. Hostetter
 Baxter E. and Pamela M. Hottinger
 Fred and Alice Houff
 Hon. W. Dale and Meridith Houff
 Susanne Houghland
 Paul and Mary Ann Hoyt
 Rev. Debra Sue Huffman
 Rufus and Elaine Huffman
 Nancy Hulings
 Lyle and Georgianne Hull
 Dale and Mary Jo Hulvey
 Kevin D. Humphries
 Michael and Gail Hunt
 Teresa D. Hupp
 Nellie A. Hurdle
 Richard and Susan Ingram
 Bradley P. and Leslie L. Intemann
 Deon Jaccard
 Andy and Lelia Jackson
 John and Helen Jarrels
 Darylene Jenkins
 J. Robert and Patricia Johnson
 Jane L. Johnston
 Horace and Sara Jones
 Sue L. Jones
 Bill and Linda Jordan
 Patricia S. Judd
 Gayle and Hester Judy
 Alexandra Kanya
 Dorothy Kasten
 Mary G. Keller
 Richard and Betty Keller
 Timothy and Teresa Kelley
 W. Steven and Nancy Keplinger
 Charles and Dawn Kern
 Susan Kidd
 William V. Kile
 Cary and Karen Kimble
 Ryan and Heather Kiracofe
 Sharon Kiracofe
 Lola S. Kirkland
 Shirley C. Kirkwood
 Jane and Orrin Kline, Jr.
 Wayne F. Knepper
 Elizabeth L. Kyger
 William B. Kyger Jr.
 Karen Lynn Lacek
 Dale and Wendy Lam
 Patricia S. Lam
 Craig and Theresa Landes
 Don and Carole Landes
 Herman and Charlotte Landes
 Paige Landes
 Pearl L. Lantz
 Ellen Kay Layman
 Glen and Katherine Layman
 John and Marian Layman
 L. Dee and Phyllis Layman
 Virginia D. Layman
 Rosalie and Steve Learned
 James and Julie Leitner
 Jean L. LeRoy
 Geraldine S. Lewis Estate
 Warren Lewis
 Henry and Ellen Lineweaver
 W. Price and Sandra Lineweaver
 Francis and Dorothy Lion
 W. M. Wayne and Rebecca Liskey
 Mary Ann Littrell
 James and Vivian Longenecker
 Deborah L. Lopez
 Donald and Joyce MacDanel
 Kathy M. MacMillan
 Ralph and Alice MacPhail
 Suzzan Maddy
 Nancy M. Mandeville
 Paul and Suellen Maneely
 Laura S. Mapp
 Sharla Marshall
 Rebecca G. Martin
 Rodney L. and Sandra S. Martin
 Miriam S. Martindale
 Steve and Claire Martindale
 George L. Mason
 Herman D. Mason
 Marion and Joan Mason
 Michael P. Mason
 Peggy G. Mason
 Ronald and Tamara Mason
 Joel "Mac" and Beverley McCauley
 Lois R. McClure
 Roy and Marla McCutcheon
 Lynn McDaniels Beatty
 Carl and Ann Eller McDaniels
 Family
 Lisa McDaniels
 Eddie McElwee
 Dorothea McGay
 Rebecca McGough
 James C. McHone
 Charlotte S. McKay Trust
 Ina Mae Meadows
 George and Juanita Mendenhall
 Ruth K. Mickelberry
 Bobby and Beverly Miller
 Charles and Thelma Miller
 Dawn Elizabeth Miller
 Dwight E. Miller
 Edward Miller
 Elizabeth L. Miller
 Greg and Deb Miller
 James and Linda Miller
 Janice Kathryn Miller
 John Leigh and Janet Carter Miller
 Joyce D. Miller
 Marilyn J. Miller
 Michael and Judy Miller
 Diane O. Mincey
 Saraona F. Minnich
 Barry and Connie Minnick
 Wanda S. Moad
 Lavern P. Moffat
 John and Ann Monger
 Ruth E. Monger
 Christa S. Morris
 Clifford Morris
 Jodi Morris
 Rosamond Moyers
 Rev. John and Linda Neff
 Dr. Dean R. Neher
 Eleanor Newman
 George and Beth A. Nicholas
 Anne W. Nielsen
 Andrew Overman
 Rosemarie J. Palmer
 Carolyn Parish
 Candace Paska
 Eddie and Patricia Patterson
 Larry and Jane Pelletier
 Hillary A. Pence
 Zack T. and Judith S. Perdue
 Phyllis Peterson
 D. Jean Petre
 Paul and Marilyn Phibbs
 Richard and Eileen Phillips
 Dick and Annette Pierce
 Ronald and Sarah Pierce
 Dan and Stephany Plecker
 Edward and Judith Powell
 Larry and Linda Powell
 Nan Powell
 Odile M. Proctor
 Robert and Mitzie Puffenbarger
 Michael and Barbara Pugh
 Wyvetta Puig
 Katherine L. and Thomas I. Queen
 M. Charles and Mary C. Queen
 Charles R. Raisner
 Dennis and Mary Jane Rawley
 Douglas and Vickie Rawley
 Lynn Reams
 Vera Tyna Redifer
 Eva Reeves
 Richard and Maralee Reeves
 James and Joann Reid
 William and Virginia Reinhold
 Dr. William and Mary Reish
 Thomas L. Reynolds Jr.
 Carl and Phyllis Rhodes
 DeWayne Rhodes
 David and Vicki Richard
 Bonnie L. Rigglesman
 Helen Lynn Riner
 Clooney Rodeffer
 Frederick Rodger
 William and Tammie Rodgers
 Sylvia Rogers
 Kenneth Blair Roller
 Jimmy and Betty Ross
 Jean Ruff
 Rev. Jerry and Bernice Ruff
 Delmas and Bonnie Runion
 Richard E. Ryman
 B. Franklin and Ann Salyards
 LeVerle H. Sappington
 Robert L. Scott †
 Edna Marie Secrist Estate
 Nelson † and Cathryn Seese
 Fred and Helen Shank
 Dorothy V. Sharpe
 Jeffrey and Ann Shawver
 Harold and Joyce Sheffer
 Jonathan Shenk M.D.
 Helen W. Shickel
 Mark A. Shifflett and Rebecca R. Hill-Shifflett
 Martha E. Shifflett
 Charles C. Shifflet Jr.
 Donald and Donna Shifflet
 Helen Shifflet
 John and Jackie Shoemaker
 Scott and Sally Shomo
 Jerry and Carolyn Shorb
 Fred and Doris Showalter
 Kenneth and Sue Showalter
 Elwood and Barbara Shrader
 James and Rebecca Shreckhise
 James and Mary Beth Shuke
 Teresa Shull
 Ann Siciliano
 Edgar and Catherine Simmons
 William and Mary Simmons
 Joanne Simpkins
 Stephen Sine and Emilie Deterding
 Margaret D. Sipe
 T. Edgar and Zizi Sipe
 Linda Sites
 Rosa Skalitzky
 Billy Skelton
 Dale and Nancy Slaubaugh
 Terry and Vickie Slaubaugh
 G. Sue Smith
 Dr. J. Douglas and Elizabeth Smith
 Joyce Smith
 Sid and JoAnn Smith
 Victor J. and Cheryl B. Smith
 Jeffrey E. Snelson
 Charles L. Snyder III Estate
 Charles and Barbara Somers
 Wayne and Carol Spangler
 Phillip C. and Grace A. Speicher
 Janet S. Stepp
 Rudy and Ginny Straub
 Patricia Studwell
 Marie L. Stump
 Andruette M. Sutton
 Faye S. Sutton
 Janice C. Swanson
 Duane Swartley
 Rev. Fred and Nancy Swartz
 Robert and Donna Swartz
 Walter R. and Connie Switzer
 James and Julia Swope
 Richard and Fay Swope
 Steven C. Tabscott
 Linda S. Tanguay
 Barbara and Lemuel Taylor
 Sybil R. Taylor
 Vera Teter
 Hobert and Jean Texiere
 Larry R. and Suzanne F. Thomas
 Barbara and Peter Thomasas
 William and Polly Thomason

Roma Jo Thompson
 Earl and Margaret Thornton
 Noelene Timberlake
 Tom and Lori Mendez
 Rev. James Tongue
 Jacqueline G. Towers
 Walter and Debra Trobaugh
 P. David and Mardi Trout
 Rosemary L. Tuben
 Jeannie L. Turner
 Gary and Marcia Tyeryar
 Doris K. Metzler and Dr. Dale Ulrich
 Donald and Ginger Usry
 Peggy J. Utterback
 Lara and Jay Vance
 Ann E. VanPelt
 Evelyn A. VanPelt
 Richard VanPelt
 Lucile H. Vaughn
 Janice W. Wade
 Wayne and Linda Waggy
 Landon and Frances Walker

Bonnie Lou Wampler
 Dorothy K. Wampler
 Dorothy W. Wampler
 Dr. Fred F. Wampler
 Frederick and Joyce Wampler
 Glenna Wampler
 Dr. J. Paul and Priscilla Wampler
 Jodie E. Wampler
 Leon and Doris Waters
 W. Steve and Ruth Watson
 W. Todd and Shannon Watson
 Elizabeth Webster
 Warren and Nancy Weimer
 Dr. Robert and Mabel Weiss
 Jacqueline S. Wells
 Cathy Welsh
 John M. West and Linda A. Elliott
 Shirley Western
 Robert and Karen Wheatley
 John and Gene White
 June T. White
 Larry and Amy White

Carlyle Whitelow
 Jack and Mary Whitley
 Margaret W. Whitmore
 Hubert and Virginia Whitten
 J. P. Wightman
 Kevin and Ellen Wile
 Dr. Richard and Carolyn Wilfong
 Richard and Pamela Wilkins
 Jeffrey T. Will
 N. Paige and Ann Will
 Kathleen M. Williar
 Elby and Evelyn Wilson
 C. Douglas and Linda Wine
 Ray and Ann Wine
 Brenda I. Wingfield
 Richard and Judith Winner
 Robert and Nancy Wiskeman
 Clark and Sudie Wisman
 Dean W. and Kim Withers
 Donald and Faye Witters
 Donna Wojciechowski
 Mirna Belle Wolfe

Thomas G. Womble Jr.
 Gladys B. Wonderley
 Keith and Jill Wright
 Martha L. Wright
 Mary Kathryn Wright
 Richard and Audrey Wright
 Albert Wunderlich
 Richard and Margaret Wurst
 John and Linda Wymer
 Ronald E. and Karen A. Wyrick
 Charles and Judith Yates
 Susan Yeagley
 Shad and Nicole Yeago
 Carol J. Young
 Matthew and LeAnne Young
 Zella Gahagen Trust
 J. Samuel Zigler and Sharon Kalbarczyk
 Berlin and Paula Zirk
 Robbie Jean Zirkle

† = deceased

Compassionate Community

The Bridgewater Home Auxiliary and the Bridgewater Village Residents Association (BVRA) are organizations that are technically independent from the Bridgewater Retirement Community companies but have a big impact on quality of life through both volunteer and financial contributions to BRC and our broader community. The Auxiliary raises funds through the Cottage Gifts shop, nine fundraising lunches each year, the ReRun Shoppe, and other initiatives. Proceeds from the BVRA's legendary yard sales, bake sales, and other fundraising efforts provide the wherewithal for its financial contributions.

Bridgewater Home Auxiliary Contributions 2019:

\$48,370

financial support provided to BRC and the Bridgewater HealthCare Foundation

Assisted Living Activities Fund	\$175
Community Connections	\$1,405
Meditation Garden	\$5,000
Building Connections Campaign	\$10,000
Pastoral Care Endowment Fund	\$1,000
Resident Care Endowment Fund	\$15,000
Donation to Home	\$11,517
Flowers & Plants Project	\$1,228
Junior Volunteer Scholarship	\$1,000
Pet Expenses	\$1,314
Residents' Tea Expense	\$731

Bridgewater Village Residents Association Contributions 2019:

\$12,550

Bridgewater Rescue Squad	\$4,000
Bridgewater Volunteer Fire Department	\$4,000
BRC Resident Care Endowment Fund	\$4,000
BRC Pastoral Care Endowment Fund	\$550

Giving by BRC Team Members 2019

126

TEAM MEMBERS

30%

PARTICIPATION

\$18,611

TOTAL GIFTS

Anonymous Donors
Selena Aizpuro
Rodney and Jenelle Alderfer
Bradley Anderson
Donna W. Andrews
Pamela B. Arbogast
Mary Bailey
Russ and Brenda Barb
Harriet H. Beitia
Kaitlyn B. Bible
Sheila M. Bowman
Ethel S. Boyers
Michael D. Bragg
Edward and Carolyn Budd
Lamont Burley
Samantha Burns
Crista R. Cabe and Gary G.
Lancaster
Heath Carter
Mary Cassidy
Cynthia S. Chestnut
Donna G. Collins
Jeaninne Collins
Rhonda K. Collins
Kayla S. Cook
Mary Beth Critzer
Easton Davis
Rita Davis
Jeanette and Christopher DeLoach

Christine S. Darrow
Michele and Scott Dodrill
Patricia N. Fawley
Lura Ritchie Flick
John and Jan Flora
Anne Margaret Frazier
T.C. and Barb Frye
Jeana Golin
Devon F. Gooden
Bonnie Graham
Rebecca E. Groce
Sarah N. Hagan
Amanda Harpine
Edward Hart
Michelle Hartman
Kathryn Hensley
Connie Hilgemann
Lauren Jones
David and Tammy Jordan
Joyce A. Knicely
Kelli Knighting
Amanda Lambert
Diane K. Lambert
Jeffrey W. Lambert
Brian Landes
Edith Landes
Ashley A. Lawhorne
Jayne Liskey
Melissa Lopez-Rojas

Alma Loreda
Jared L. Lunn
Nelson Marrotte
Jay and Faith McDowell
Krista McKean
Diane H. Metzler
Eddie Michael
Shauna Michael
Amy R. Minnick
Cindy Morris
Rachel Morris
Rosemary and Jack Nicholson
Tirsit T. Nigussie
Kiele Nix
Lee and Lavenia Norford
Anne M. O'Donohue
Ms. Ilia Pacheco
Erica R. Payne
Kendra Pazaran
Laura Powell
Dana R. Ramsey
Emily Ream
Nina Mae Reedy
Carrie B. Rhodes
Jill M. Rhodes

Daniel F. and Felicia D. Ritchie
Julia A. Ritchie
Ashley Rohr
Dreamia D. Sheffer
Priscilla S. Sheffer
Pamela S. Sherman
Lisa and David Shickel
Deborah A. Simmons
Lisa Sinagra
Cheryl D. Smith
Holly and Roger Smith
Leroy and E. Kathryn Sommers
Tammy Souers
Caleb and Laura Spicer
Kelly and Robin Spitzer
Betty Staubus
Melissa and Michael Stover
Monica J. Thompson
Cameron F. Tolley
Jane Towers
James and Ilsa Weaver
Ann Weese
Candise A. Williams
David Wood
Barbara Zombro

Impact through Volunteer Service

Individual Volunteers

Raymond Albers
Susan Albers
Carter Allbaugh
Abigail Allen
Robert Alley
Patricia Allman
Matthew Althaver
Jodie Anderson
Phyllis Arbogast
Deborah Armentrout
Jean Armstrong
Joyce Barlow
John Barr
Karlyn Barron
Jonathan Beck
Millie Becker
Nancy Beckfeld
Norman Benner
Amanda Bennett
Seth Berkey
Marina Bien
Esther Bittinger
Delmer Botkin
Judy Botkin
Skyler Bowers
Jim Bowman
Sylvia Bowman
Dick Boyd
Auburn Boyers

Ruth Boyers
Charlotte Brazeau
Tony Brazeau
George Brennehan
Adam Brink
Betty Browning
Maddie Bruster
Elizabeth (Betty)
Bryan
Betsy Budd
Linda Burchfield
Cheyenne
Burkholder
Sarah Burns
Georgia Lee Byerly
Judy Campbell
Betty Caricofe
J.H. Caricofe
Catalina Carmona
Courtney Carroll
Elizabeth Carroll
Pat Carroll
Aaron Caruthers
Maria Castillo
Dimetri Chambers
Dianna Chandler
Pat Cheeks
Greg Chevalier
Kelly Chevalier

Sarah Chevalier
Andrew Clark
Sadajae Clark
Susan Clark
Tom Clark
Al Cline
Janet Coffman
Ahna Colaw
Alison Coletta
Donna Collins
Pat Compton
Ralph Compton
Jennifer Conboy
Sally Jane Conner
Joseph Connor
Linda Cook
Pat Costie
Heather Counter
Elsie Cox
Timothy Craver
Karl Crispin
Madison Critzer
Khalilah Cuff
Nancy Cupp
Nancy Dagen
Sam Dagen
Kevin Daggett
Charlotte Daily
Paige Daily

Alice Davino
Fred Davino
Ceara Davis
Glenda Deaton
Catie DeFlumeri
Victoria Demme
Margaret Dent
Kay DiVincenzo
Gabriel Dodd
Louise Dodd
Kendra Dodrill
Betty Bryan Dove
Becky Downey
Nancy Dunn
Margaret Dymont
Robert Easley
Chloe Ellis
Elizabeth Emswiler
Joyce Emswiler
Nancy Endress †
Walter Erdman
Sara Estes
Kara Evans
Ruthie Evans
Ruth Ewing
Robbie Faris
Cindy Fike
Earle Fike
Mike Fike

Elizabeth Fitt
Ann Flora
Jan Flora
Jim Flora
John Flora
Sam Flora †
Wanda Flora
Pamela Flory
Ted Flory
Tom Flory
Rachel Fosnocht
Hannah Foster
Charles Francillon
David Frye
Isabella Frye
Anna Fuerst
Jane Fulk
Harold Furr
Corinne Gaines
Robert Gaines
Hannah Gallagher
Nancy Gallalee
Kayla Gallucci
John Garber
Meghan Garber
Doris Gardner
Kathleen Gardner
Jim Gaskins
Phyllis Gaskins

Charles Gerard
George Getic
Sonia Getic
Megan Giannini
Carly Gill
Isabel Glancey
Bonnie Glick
John Glick
Ray Glick
Lindsey Goad
Olivia Gomez
Derek Good
Janet Good
Kerrick Goodwyn
Kolby Goodwyn
Lee Graham
Janina Greene
Haley Griffith
William Groseclose
Crystal Hager
Shay Hagerty
Donna Hahn
Macon Hale
John Harding
James (Jim) Harlow
Sarah Harlow
Anna Mae Harmon
James (Jim) Harris
Doris Harsh

Henry Hawkins	Olivia Huffman	Julie Kiracofe	Frank Lion	Caroline	Aryiana Morris
Kellie Hayden	Marilyn Hyatt	Sharon Kiracofe	Dottie Little	McCutcheon	Christa Morris
Natalie Helmick	Greg Jaccard	Steeve Kiracofe	Irene Little	Maggie	Christina Myers
Kathi Hemmis	Lee Jackson	Shirley Kirkwood	Mary Ann Littrell	McCutcheon	Breanna Moyers
Judy Henneberger	Bob Johnson	Diane Kiser	Kate Lombard	Wayne McDorman	Teresa Myers
Janine Henze	Emma Johnson	Anna Knicely	Leah Long	Micah McGinnis	Audrey Nakagawa
Michelle Hilbert	Lacey Johnson	Dani-Grace Kunkle	Wes Loomis	Kayla McKean	Soley Nalls
Gloria Hildebrand	Rhonda Johnson	Rosanni Lake	Baylee Lowe	Karen McNeal	Shaelin Nauta
Rodney Hildebrand	Skylar Johnston	Montero	Bill Ludwick	Taylor McNeely	John Neff
Deidra Hill	Alexis Jones	Destin Lam	Mary Ludwick	Tom Mendez	Gloria Neilson
Kaylee Hill	Brett Jones	Craig Landes	Sarah Lutz	Diane Metzler	Mark Nichols
Kaytlynn Hill	Justin Jones	Paige Landes	Doris MacDaniel	Joseph Miles	Dieter Nienstadt
Diane Hiner	Rebekah Jones	Patrick Landes	Mollie Mace	David Miller	Marie Nofs
Rachel Hoffman	Taylor Jones	Taryn Landes	Laura Mapp	Dwight Miller	Andrew Noll
David Holl	Connie Jose	Hannah Landis	Jessica Maroney	Janet Miller	Lee Norford
Wilda Holsinger	Manny Jose	Jeff Lasher	Olivia Marshall	John Leigh Miller	Lev Norford
Eleanor Holthaus	Janice Judd	Dee Layman	Ashley Martin	Mary Miller	Sharon Northrop
Wally Holthaus	Alex Kanya	Ellen Layman	Emily Martin	Mary Miller	Clara O'Connor
Margaret Horn	Lynn Keller	Phyllis Layman	Jacquelyn Martin	Saraona Minnick	Brandon Onestak
Gloria Horne	Maeve Kelly	Virginia Layman	Claire Martindale	Connie Minnick	Sue Overman
Mike Hostetter	Michelle Kelly	Cathy Leitner	Miriam Martindale	Jane Mohr	Kennesha Parker
Dwight Houff	Nancy Keplinger	Jim Leitner	Paige Martindale	John Monger	Shirley Parsons
Marianne Houff	Steve Keplinger	Julie Leitner	Joan Mason	Haley Mongold	Hana Patrick
Neil Houff	Thomas Kinnick	Jasmine Lesky	Marion Mason	Jordan Mongold	Jonah Pearson
Alice Howdyshell	Janet Kinsey	Lori Lineweaver	Jill May	Margaret Monk	Jean Petre
Noah Howell	Anaika Kiracofe	Nancy Link	Nicholas May	Mollie Moomaw	Belinda Phillips
Harold Huffman	David Kiracofe	Dottie Lion		Elisa Morgan	Eileen Phillips

Volunteer Organizations

ARC of Harrisonburg and Rockingham
 Blue Ridge Christian School
 Blue Ridge Community College
 Bridgewater Church of the Brethren
 Bridgewater Church of the Brethren Children's Choir
 Bridgewater College
 Bridgewater College
 Dance Team
 Department of Music
 Health and Exercise Science
 Men's and Women's Tennis Teams
 Men's Basketball Team
 Men's Baseball Team
 Office of Spiritual Life
 Student Athlete Advisory Committee
 Student Foundation
 Women's Soccer Team
 Women's Softball Team
 Bridgewater Baptist Church
 Bridgewater Mennonite Church
 Bridgewater Presbyterian Church
 Bridgewater Rotary Club
 Bridgewater United Methodist Church
 Bridgewater United Methodist Youth
 Briery Branch Church of the Brethren
 Calvary Crosslink Church
 Cristy's Floral
 Dayton Church of the Brethren
 Dayton Tavern
 Edward Jones of Bridgewater
 Emmanuel Church of the Brethren

Eastern Mennonite University Preparatory Music
 Eastern Mennonite University Counseling
 First Choice Home Health and Hospice
 Flora Stringband and Friends
 Fort Defiance Future Leaders of America
 Friendship Industries
 Garber's Church of the Brethren
 Goodwin Oral and Facial Surgery
 Good Time Gospel Quartet
 Harmony 4 Him
 Harrisonburg First Church of the Brethren
 Harrisonburg First Church of the Nazarene
 Harrisonburg High School
 Hartland Quartet
 Highland String Band
 Hilltop Bible Church
 In Motion Dance
 James Madison University
 Alpha Kappa Psi
 Alpha Pi Omega
 Alternative Spring Break
 Bluestone Communications
 Center for Service Learning
 Delta Gamma
 Department of Music
 Department of Social Work
 Friend of Rachael
 Glamour Girls
 Gamma Sigma Sigma
 Health Services Administration
 Madison Scholars
 Occupational Therapy
 Women's Soccer
 Work Study

John Wayland Elementary School
 Linville Creek Church of the Brethren
 Mary Baldwin Murphy Deming College of Health Sciences
 Massanutten Technology Center
 Mill Creek Church of the Brethren
 Montezuma Church of the Brethren
 Moscow Church of the Brethren
 Mount Crawford United Methodist Church
 Mount Pleasant Church of the Brethren
 Mount Pleasant Mennonite Church
 Mount Lebanon Traveling Choir
 Mount Solon Pentecostal Church of the Brethren
 New Beginning Church
 Ole Time Pickers
 Ottobine Elementary School
 Outback Steakhouse of Harrisonburg
 Park View Credit Union
 Peake Mennonite Church
 Pleasant Valley Church of the Brethren
 Rockingham/Harrisonburg SPCA
 Sangerville Church of the Brethren
 Shenandoah District Church of the Brethren
 Spring Creek Nazarene Church
 Staunton Church of the Brethren
 Stuart Middle School
 Summit Church of the Brethren
 Therapy Dogs International
 The Vocal Chords
 Turner Ashby High School
 Turner Ashby Special Education
 Victory Fellowship
 Wilbur Pence Middle School
 Wilbur Pence Ruriteens

Richard Phillips
 Ron Pierce
 Sarah Pierce
 Pam Pileski
 Jenna Pittman
 Bill Powell
 Brad Powell
 Eunie Powell
 Larry Powell
 Nan Powell
 Carolyn Price
 Odile Proctor
 Robert Puffenbarger
 Roger Pultz
 Charles Raisner
 Elisabeth Rarity
 Taylor Rathke
 Bill Reinhold
 Homer Rhodes
 David Richard
 Georgia Richardson
 Ben Riddle
 Autumn Ritchie
 Jeff Ritchie
 Wilbur Rittenhouse
 Wilma Robertson
 Jordon Robinson

Clooney Rodeffer
 Barbara Ross
 Jerry Ruff
 Paige Rufolo
 Bill Sale
 Desirae Sandridge
 LeVerle Sappington
 Lis Schulz
 Logan Scott
 Carole Sease
 Larry Seilheimer
 Nora Shank
 Christian Shanley
 Dorothy Sharpe
 Martha Sheets
 Helen Shiflet
 Sally Shomo
 Carolyn Shorb
 Jerry Shorb
 Jordan Shover
 Beth Showalter
 Callie Showalter
 Catherine Showalter
 Julianna Showalter
 Elwood Shrader
 Megan Shumate
 Edgar Simmons

Nancy Simmons
 JoAnne Simpkins
 Monte Simpkins
 Elizabeth Simpson
 Kathleen Sine
 Gerald Singer
 Dustin Skelton
 Monica Slater
 Vicki Slaubaugh
 Lindsey Sloan
 Shannon Smallie
 Joyce Smith
 Markiesha Smith
 Sally Smith
 Wyatt Smith
 Linda Snader
 Carol Spangler
 Wayne Spangler
 Margaret Sparks
 Steve Spire
 Raphael Stanek
 Shirley Steger
 Linda Sterrett
 Lena Stewart
 Jacquelyn (Brooke)
 Stine
 Autumn Stroop

Dick Stutzman
 Fred Swartz
 Nancy Swartz
 Joshua Switzer
 Cheryl Switzer
 Julie Swope
 Angela Taglianetti
 Sofia Teshome
 Glenn Thomas
 Nancy Thomas
 Roma Jo Thompson
 Susan Thompson
 Noelene Timberlake
 Michelle Titman
 Cindy Tusing
 Gary Tyeryar
 Marcia Tyeryar
 Olivia Umpierre
 Ann Vanpelt
 Lucile Vaughn
 Michelle Vaught
 Suzannah Vencil
 Frank Vetting
 Kyndall Villareal
 Taylor Vowell
 Ermira Vrella
 Jonathan Waag

Janice Wade
 Frances Walker
 Dorothy Wampler
 Glenna Wampler
 Joyce Wampler
 Merle Wampler
 Raevin Washington
 Doris Waters
 Leon Waters
 Steve Watson
 Charlie Waxman
 Mary Waxman
 Liz Webster
 Kimberly Wenger
 Kristin Weyenberg
 Bob Wheatley
 Wren Wheeler
 Gene White
 John White
 June White
 Carlyle Whitelow
 Elizabeth (Lizzie)
 Whitten
 Ginny Whitten
 Hugh Whitten
 Mary Whitten
 Jean Willi

Madison Wilson
 Nicki Wilson
 Virginia Wine
 Judy Winner
 Richard Winner
 Dean Withers
 Mirna Wolfe
 Tom Womble
 Carla Woodward
 Nancy Woody
 Joshua Worley
 Krista Wright
 Merv Wunderlich
 Dick Wurst
 Peggy Wurst
 Barnes Yelverton
 Amanda Yim
 Matthew Young
 Bonnie Zickefoose
 Olivia Ziegler
 Greg Zimmerman
 Holly Zimmerman



2019 Junior Volunteers gather at the annual ice cream social in June.



Members of the JMU Delta Gamma chapter supporting the annual Easter basket project in March.



JMU's "Alternative Spring Break" training and service day at BRC in August.



United Methodist youth caroling in Bridgewater Home households in December.

Civic and Business Support

BB&T	JMU Department of Human Resources	Pifers Service Center, LLC	The Community Foundation- Harrisonburg and Rockingham County
Bridgewater Country Hams	Ladies Aux VFW Myers-Hodges Post 8644	Reese Hackman	The Dayton Foundation
Bridgewater Home Auxiliary	Landes Heating and Air Conditioning	Rockingham Cooperative Shickel Corporation	The GE Foundation
Bridgewater Village Residents' Association	Leitner Law Group	Shreckhise Shrubbery Sales and Landscapes	The Merck Foundation
Eddie Edwards Signs	MacIntosh Engineering	Sodexo, Inc. and Affiliates	The O'Connor Group
Farmers and Merchants Bank	National Philanthropic Trust	State of North Carolina Office of State Budget and Management	Trumbo Electric, Inc.
First Choice Home Health Services LLC	Newbury Corporation	The Community Foundation of Frederick County, MD, Inc.	Virginia Poultry Growers Cooperative, Inc.
Flora Pettit	Orchard View Elementary School		Wellness Concepts
Hershey Creamery Company	Park View Federal Credit Union		Zella Gahagen Trust
Houff Charitable Foundation	Partners Excavating Company		
Houff Corporation	PBMares, LLP		
Houff Family Foundation			

Church Partners

Beaver Creek Church of the Brethren	Community Mission Church of the Brethren	Mt. Bethel Church of the Brethren	Staunton Church of the Brethren
Bethel Church of the Brethren	Dayton Church of the Brethren	Mt. Carmel Church of the Brethren	Staunton COB Faith Connection
Bethel Church of the Brethren- Keezletown	Emmanuel Women's Fellowship	Mt. Hope Lutheran Church	Sugar Grove Church of the Brethren
Blue Ridge Chapel Church of the Brethren	Fairview Church of the Brethren	Mt. Pleasant Church of the Brethren	Summit COB Women's Fellowship
Bridgewater Church of the Brethren	Faith Bible Sunday School Class at Bridgewater United Methodist Church	Mt. Zion Church of the Brethren – Broadway	Sunrise Church of the Brethren
Bridgewater United Methodist Church	Flat Rock Church of the Brethren	Oak Park Church of the Brethren	Tearcoat COB – Women's Fellowship Group
Calvary Church of the Brethren	Forest Chapel Church of the Brethren	Pine Grove Church of the Brethren	Timberville Church of the Brethren
Cedar Grove Church of the Brethren	Hiner Church of the Brethren	Pine Grove Church Women's Fellowship	Valley Pike Church of the Brethren
Cedar Grove COB Women's Fellowship	Luray Church of the Brethren	Pleasant Valley Church of the Brethren-Weyers Cave	Wakemans Grove Church of the Brethren
Cedar Run Church of the Brethren	Madison Church of the Brethren	Pleasant View Family Fellowship	Wakemans Grove COB Men's Fellowship
Charlottesville Church of the Brethren	Memorial Church of the Brethren	Round Hill Church of the Brethren	Waynesboro Church of the Brethren
	Mill Creek Church of the Brethren	Shiloh Church of the Brethren	Wiley Ford Church of the Brethren
	Montezuma Church of the Brethren	Smith Creek Church of the Brethren	
	Mount Olivet Church of the Brethren		

Legacy Council Membership

Judith Miller Allen	Janet W. Good	Karen P. McNeal	Howard and Virginia Stover
Chloia R. Barker	Dr. Hantford L. Graham	Dawn Elizabeth Miller	Lorraine and Robert † Strickler
Roger and Sonja Bible	Janina Greene	Janice Kathryn Miller	Rev. Fred and Nancy Swartz
Bill V. Neff Enterprises	Sidney and Joyce Grove	John Leigh and Janet Carter Miller	Hobert and Jean Texiere
Dr. Emmert and Esther Bittinger	Martha Hartman	Mary Lou Miller	Nancy G. Trout
Ronald and Mary Bowman	Miriam M. Holl	Roy M. Morris Jr.	Gary and Marcia Tyeryar
Dr. Dick L. Boyd	Wilda W. Holsinger	Rachel B. Myers †	Louise T. Vakil
Chester and Nancy Bradfield	Dwight and Carolyn Houff	Anne T. Oberndorfer	Ann E. VanPelt
Bridgewater Home Auxiliary	Paul and Mary Ann Hoyt	D. Jean Petre	Lucile H. Vaughn
Daniel and Nancy Brubaker	Rufus and Elaine Huffman	Carolyn Price	Janice W. Wade
Allen and Naoma Clague	Kevin D. Humphries	Eva Reeves	Bonnie Lou Wampler
John W. Clayton	Mary G. Jennings	Richard and Maralee Reeves	Dr. J. Paul and Priscilla Wampler
Alfred and Melba Cline	Helen R. Jones	E. Earl Rodger †	Louise G. Watson †
Patricia S. Costie	Peggy C. Kennedy	Kennon and Nina Rothchild	W. Steve and Ruth Watson
Mensel and Linda Dean	Sallie E. Kiser	William and Josie Sale	Eleanor C. Weaver
Margaret K. Dent	Pearl L. Lantz	Rev. John E. Sayre †	Helen M. Wetsel
Janice Drechsler	Jean L. LeRoy †	Jeffrey and Patty Schleifer	John and Gene White
Theodore and Mary Beth Flory	W. Price and Sandra Lineweaver	Nelson and Cathryn Seese	N. Paige and Ann Will
Thom Flory	Mary Ann Littrell	Edgar and Catherine Simmons	Gladys B. Wonderley
Rosie Fulwider	Doris M. MacDaniel	Terry and Vickie Slaubaugh	Richard and Audrey Wright
John and Marilyn Garber	Miriam S. Martindale	Dr. Bobby L. Smith	
Kathleen Gardner	Ivan J. and Peggy G. Mason †	Elizabeth H. Snyder	† = deceased
Margaret S. Garner †	Marion and Joan Mason	Mary Lee Spangler	
Ethylene L. Gilbert	Joel "Mac" and Beverley McCauley	Lelia M. Stark	

The Bridgewater HealthCare 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.



Expanding Legacies

It shouldn't be surprising that contributions from individual families account for a significant amount of the funds raised each year by Bridgewater Healthcare Foundation. After all, the foundation's Resident Care Endowment Fund gives BRC the ability to provide families with financial stability and peace of mind.

It is always exciting to see families expressing their gratitude by building upon existing legacies in extraordinary ways. This year, two donor families did just that.

Carolyn Lantz Hatcher was inspired after attending the 30th anniversary celebration of Lantz Chapel, built by her father Charles D. Lantz, to honor his memory with a new gift. Mr. Lantz was one of the founding fathers of BRC and served on the Board of Directors for decades. His \$1 million gift paid for the chapel's construction in 1988. He died in Bridgewater Home in 1996.

"Attending the anniversary celebration made me feel closer to my dad. He is still alive in my memory," Hatcher says. Her gift allows the BRC spiritual care team to establish a nationally accredited clinical pastoral education center at BRC to provide multi-disciplinary spiritual care training. (Learn more about the program on page 16.)

Another gift came unexpectedly from a resident grateful for the time she spent at BRC and the services and care she received. Geraldine Lewis came to BRC to enjoy living in the same community as her sisters Alpha and Margaret Spitzer, both generous donors to BRC. While here, they all enjoyed a connection with other residents, taking trips, participating in classes and activities which helped them fulfill their later years.

BRC recently became the recipient of the full estate of the Spitzer-Lewis family after Geraldine's passing in 2018.

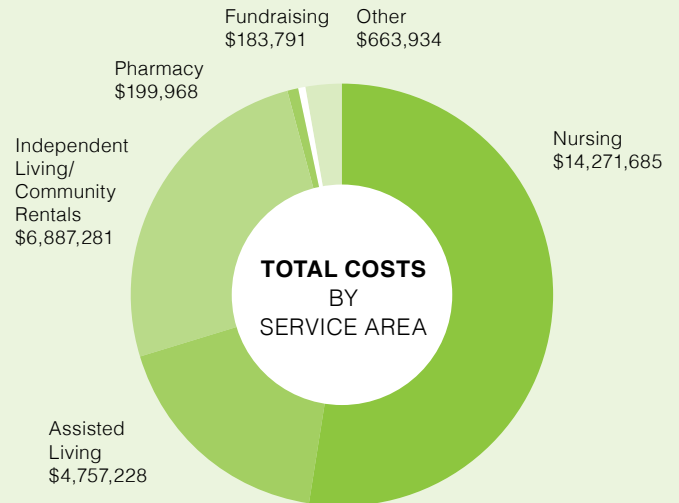
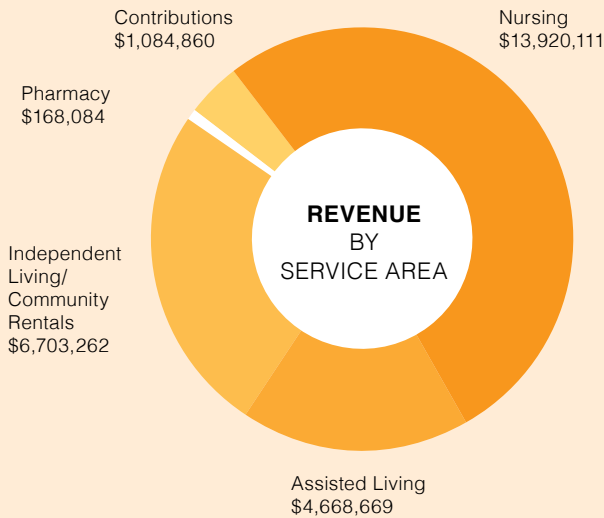
The legacies expanded by these gifts allow BRC to create new programs, invest in infrastructure throughout campus, support team members, and improve the lives of our residents. The blessings they bestow will be cherished by countless members of our community.

If you're looking to make a similar impact, through a one-time gift or by joining our planned giving Legacy Council, our foundation officers are ready to hear from you. Your generosity will make a tremendous difference in the lives of current and future residents.

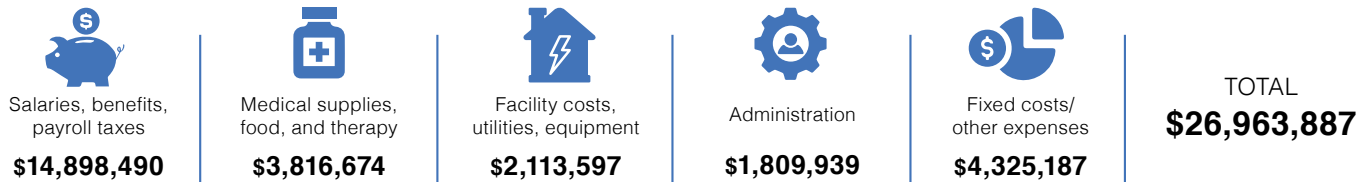


2018-2019 Financial Dashboard

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



ASSETS



*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 for Development and Community Relations, at 540-828-2509 or cbudd@brcliving.org.

ECONOMIC IMPACT

Employment

430 TEAM MEMBERS • 101 NEW HIRES IN FY 2019

\$14,898,490
in payroll and benefits

Wages paid locally by BRC contractors in 2019

\$5,650,245

Annual real estate taxes

ROCKINGHAM COUNTY **\$349,447**
TOWN OF BRIDGEWATER **\$19,969**

Utilities paid

\$812,776



Construction expenditures:	\$19,904,066
New Projects – Village:	\$12,199,448
New Projects – Home:	\$5,943,715
New Project Related Costs:	\$901,130
Exterior Renovations – Village:	\$238,517
Village Unit Upgrades/Renovations:	\$417,553
Courts Upgrades:	\$203,703

OCCUPANCY RATES

September 30, 2019



Independent Living

236 RESIDENCES

99% occupied
or contracted



Assisted Living

not including memory support:

60 APARTMENTS

98% occupied



Memory Support

16 ROOMS

100% occupied



Nursing Households

127 ROOMS

96% occupied

OVERALL

431 RESIDENCES

98% occupied
or contracted

Bridgewater HealthCare Board of Directors, 2019

John Flora, *Chair*
Claire Martindale, *Vice Chair*
Delmer Botkin
John Garber
Donna Hahn
Neil Houff
John Monger
Larry Powell
David Richard
Sally Shomo
Steve Watson
Bob Wheatley

Senior Leadership Team

Rodney Alderfer, President
Carrie Budd, Vice President for Development & Community Relations
Michael Druen, Vice President of Human Resources
Barb Frye, Director of Nursing
Sarah Hagan, Vice President of Independent Living
Jeff Lambert, Vice President for Healthcare
Anne O'Donohue, Vice President for Support Services
Jim Weaver, Vice President of Finance

This 2019 Impact Report reflects the work of many. We particularly recognize:

EDITORIAL: Crista Cabe, Director of Marketing & Sales
Jeremy Douylliez, Communication Specialist
DESIGN: Queen City Creative
PHOTOGRAPHY: Sera Petras Photography, Dustin Blyer/Blue Ridge Multimedia

BRIDGEWATER
RETIREMENT COMMUNITY

energy FOR LIFE

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Bridgewater, VA 22812

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www.BRCliving.org

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The Village Services Team (and all of us at BRC) thank you for your continued support of our mission to promote engaging lifestyles in our compassionate community.

Thank You



BRIDGEWATER HEALTHCARE FOUNDATION

How will you use your
RMD this year?

A tax-free gift to Bridgewater Retirement Community helps our residents and satisfies your IRA's required minimum distribution (RMD).

For more information about how to arrange a direct transfer of all or part of your RMD, contact Carrie Budd at **540-828-2509**, **cbudd@brcliving.org**.

Learn more at: **brcliving.org/ways-to-give**

