



DECEMBER 2025

M.E.S.H. Monthly Report: Board of Directors

WhiteStone
A MASONIC & EASTERN STAR
COMMUNITY  EST. 1912

Founded on fellowship. Inspired by you.

WhiteStone A Masonic & Eastern Star Community | 700 S. Holden Road | Greensboro, NC 27407

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VISIBILITY DECEMBER 2025

WHITESTONE COMMUNITY VISIBILITY – LEADERSHIP

DATE(S):	MEETING(S)/EVENT(S)
Weekly:	<i>Women’s Coffee – Fellowship Hall 9am-10:30am, Wednesdays</i>
Weekly:	<i>Men’s Coffee – Fellowship Hall 9am-10:30am, Fridays</i>
Weekly:	<i>Wine Down – Fellowship Hall 3:30pm-5pm, Fridays</i>
Monthly:	<i>Masonic Luncheon [1st Tuesday] Main Dining Room</i>
Monthly:	<i>Resident Council Meeting [Last Thursday] Fellowship Hall</i>
Monthly:	<i>New Resident Orientation & Lunch [3rd Wednesday]</i>
Dec 3rd	<i>4th Annual Holidazzle Event</i>
Dec 5th	<i>2025 Silent Auction</i>
Dec 9th	<i>Produce Delivery from Masonic 1st District</i>
Dec 10th	<i>Hot Chocolate Bar for Staff</i>
Dec 22nd	<i>Christmas Gift Giveaway to Staff</i>
Dec 31st	<i>New Years Eve Party for Staff</i>

WHITESTONE FRATERNAL VISIBILITY - LEADERSHIP

DATE(S):	MEETING(S)/EVENT(S)
Monthly:	<i>Masonic Luncheon [1st Tuesday] Main Dining Room</i>
Monthly:	<i>MESH Chapter #379 Meeting [1st Saturday] Fellowship Hall</i>
Monthly:	<i>MESH Lodge #771 Meeting [2nd Saturday] Fellowship Hall</i>
Dec 6th	<i>Greensboro Lodge #76 Ladies Night/Christmas Party</i>
Dec 13th	<i>Guilford Lodge Ladies Night</i>
Dec 14th	<i>Christmas at WhiteStone with Grand Chapter</i>

WHITESTONE RESIDENTS: COMMITTEES, SERVICES & SUPPORT

DATE(S):	MEETING(S)/EVENT(S)
Weekly:	<i>Women’s Coffee - Fellowship Hall 9am-10:30am, Wednesdays</i>
Weekly:	<i>Men’s Coffee - Fellowship Hall 9am-10:30am, Fridays</i>
Weekly:	<i>Caregiver Support Group - Woodbury Game Room 1p-2p, Thursdays</i>
Weekly:	<i>Worship Service – Streamed on Channel 1390 & Chapel 10am-11am, Sundays</i>
Monthly:	<i>WhiteStone Resident Committee: Marketing [1st Wednesday]</i>

DATE(S):	MEETING(S)/EVENT(S)
Monthly:	WhiteStone Resident Committee: Spiritual [1 st Wednesday]
Monthly:	WhiteStone Resident Committee: Activities [2 nd Thursday]
Monthly:	WhiteStone Resident Committee: Food & Beverage [2 nd Thursday]
Monthly:	WhiteStone Resident Committee: Buildings & Grounds [2 nd Monday]
Monthly:	WhiteStone Resident Committee: Campus Care Alliance [3 rd Tuesday]
Monthly:	WhiteStone Resident Committee: Auxiliary [3 rd Wednesday]
Monthly:	WhiteStone Employee Gratitude Initiative Committee
Monthly:	Resident Council Meeting [Last Thursday] Fellowship Hall
Monthly:	WhiteStone Retreat: A Caregiver Respite Program [3 rd Tuesday]
As Needed:	WhiteStone COVID Task Force
Dec 3 rd	4 th Annual Holidazzle Event
Dec 5 th	2025 Silent Auction
Dec 8 th	Meet & Greet with Curana Health Medical Group
Dec 9 th	Produce Delivery from Masonic 1 st District
Dec 10 th	Marketing Volunteer Luncheon
Dec 13 th	CWC Residents & Family Christmas Party
Dec 20 th	Gary & Tula Crumpton's 50 th Wedding Anniversary Party

WHITESTONE BOARD OF DIRECTORS: COMMITTEES, SERVICES & SUPPORT

DATE(S):	MEETING(S)/EVENT(S)

LIFECARE SERVICES [LCS]: SERVICES & SUPPORT

DATE(S):	MEETING(S)/EVENT(S)

WHITESTONE EXPANSION: PROJECT(S) & REPORTING

DATE(S):	MEETING(S)/EVENT(S)

WHITESTONE TECHNOLOGY INFRASTRUCTURE: PROJECT(S) & REPORTING

DATE(S):	MEETING(S)/EVENT(S)

WHITESTONE NEW RESIDENT: PROSPECTING EVENT(S):

DATE(S):	MEETING(S)/EVENT(S)
Monthly:	<i>New Resident Orientation & Lunch [3rd Wednesday]</i>
Dec 3rd	<i>4th Annual Holidazzle Event</i>
Dec 10th	<i>Marketing Volunteer Luncheon</i>

WHITESTONE EMPLOYEE: RECOGNITION, RECRUITMENT, & RETAINMENT:

DATE(S):	MEETING(S)/EVENT(S)
Bi-Weekly	<i>New Hire and General Orientation</i>
Dec 5th	<i>2025 Silent Auction</i>
Dec 10th	<i>Hot Chocolate Bar for Staff</i>
Dec 19th	<i>Ugly Sweater Contest</i>
Dec 22nd	<i>Christmas Gift Giveaway to Staff</i>
Dec 31st	<i>New Year's Eve Party for Staff</i>

WHITESTONE EMPLOYEE: DECEMBER ANNIVERSARIES

EMPLOYEE NAME:	YEARS OF SERVICE:	DEPARTMENT:	SERVICE DATE:
<i>Regina Prevost</i>	<i>28 yrs</i>	<i>Community Life Services</i>	<i>12/1</i>
<i>Tina Hayes</i>	<i>5 yrs</i>	<i>Environmental Services</i>	<i>12/3</i>
<i>Brianna Purnell</i>	<i>5 yrs</i>	<i>Environmental Services</i>	<i>12/3</i>
<i>Amber Benford</i>	<i>1 yr</i>	<i>Nursing</i>	<i>12/5</i>
<i>Azinath Donaldson</i>	<i>1 yr</i>	<i>Nursing</i>	<i>12/5</i>
<i>Hyron Williams</i>	<i>1 yr</i>	<i>Nursing</i>	<i>12/5</i>
<i>Andrea Comer</i>	<i>2 yrs</i>	<i>Plant Operations</i>	<i>12/7</i>
<i>Kaylee Epperley</i>	<i>2 yrs</i>	<i>Nursing</i>	<i>12/7</i>
<i>Felicia Donnell</i>	<i>3 yrs</i>	<i>Nursing</i>	<i>12/8</i>
<i>Barabara Wills</i>	<i>45 yrs</i>	<i>Transportation</i>	<i>12/12</i>
<i>Mario Gracia</i>	<i>9 yrs</i>	<i>Plant Operations</i>	<i>12/13</i>
<i>Buffi Crouse</i>	<i>13 yrs</i>	<i>Financial Services</i>	<i>12/17</i>
<i>Stephanie Bowser</i>	<i>2 yrs</i>	<i>Culinary Services</i>	<i>12/21</i>
<i>Nakisha Taylor</i>	<i>2 yrs</i>	<i>Nursing</i>	<i>12/21</i>

KEY PERFORMANCE INDICATORS – DECEMBER 2025

GREEN *Light Key Performance Indicators [KPI's]: Summary of Findings –*

YTD NOI	Actual of 5,353,139 on budget of 750,582, a positive variance of 4,602,557.
YTD IL Closings	Budget of 24 with actual closings of 33.
YTD Net Sales IL	Budget of 24 with actual net sales at 33.
IL MTD Occupancy	Averaged 201.35 for the month on a budget of 197.
MC MTD Occupancy	Averaged 11.29 for the month on a budget of 9.
AL MTD Occupancy	Averaged 23.68 occupied for the month on a budget of 21.
YTD REVPOR	REVPOR budget of 6,451 with actual 6,516 a +1.0% variance.
YTD EXPPOR	EXPPOR budget of 6,725 with actual 6,485 a +3.6% variance.

YELLOW *Light Key Performance Indicators [KPI's]: Summary of Findings –*

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RED *Light Key Performance Indicators [KPI's]: Summary of Findings –*

Days in AR	Days in AR average of 14.6 versus target of 18. 48% of total AR 90 days outstanding versus benchmark of 15%.
HC MTD Occupancy	Averaged 71.58 for the month on a budget of 77.5.

COVID-19 TASKFORCE & UPDATE(S) – DECEMBER 2025

The mask mandate was implemented in November and, in accordance with policy, was rescinded after two weeks. There were no new cases reported in December.

WHITESTONE LEADERSHIP TEAM: DIRECTORS REPORT

DIRECTOR	NAME DEPARTMENT
<i>Mr. Mark Lewis, LNHA</i>	<i>Executive Director</i>
<i>Mr. Josh Hillegass, LNHA</i>	<i>Health Services Administrator</i>
<i>Mrs. Rachel Seibert</i>	<i>Director, Clinical Services</i>
<i>Mrs. Ginger Cottrell</i>	<i>Assisted Living Manager</i>
<i>Mrs. Tracy Armwood, SPHR</i>	<i>Director, Human Resources</i>
<i>Mrs. Debi Bryant</i>	<i>Director, Sales & Marketing</i>
<i>Mr. Joel King</i>	<i>Director, Plant Operations</i>
<i>Mr. Leonard Miller</i>	<i>Director, Environmental Services</i>
<i>Mrs. Jenna Grant</i>	<i>Director, Fraternal Friendship Program</i>
<i>Ms. Nikki Stafford</i>	<i>Director, Finance</i>
<i>Mr. Frederic Pauthonnier</i>	<i>Director, Culinary Services</i>
<i>Mrs. Gina Prevost, LRT/CTRS</i>	<i>Director, Community Life Services</i>
<i>Mrs. Misty McAden</i>	<i>Director, Spiritual Services & Chaplain</i>
<i>Ms. Archana Patel</i>	<i>Executive Assistant</i>

HEALTH CENTER REPORT

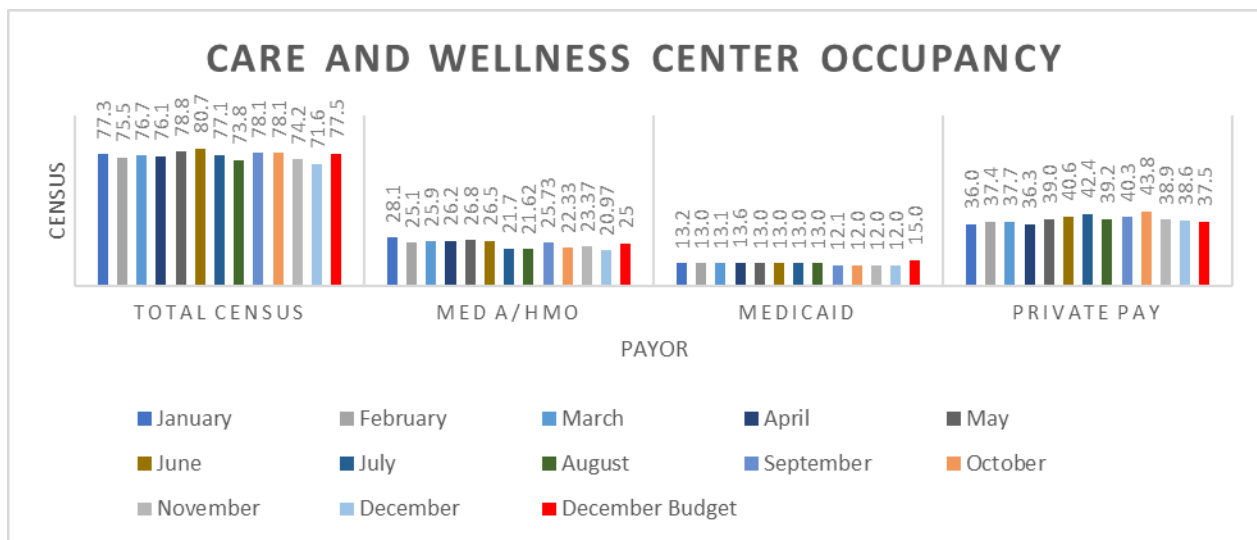
December 2025 Overview

As we close out the year, we're thrilled to share some great news. Our team is growing with the addition of Shay, our new Staffing Coordinator, and Bri, our Supply Coordinator, welcome aboard! We've also been busy hosting CPR certification classes to keep our skills sharp and continuing to strengthen our Clinical Leadership Team as we prepare for an even stronger year ahead. Thank you to everyone for your hard work and dedication. Here's to finishing the year on a high note!

Census Updates

In December, we saw a slight decrease in our overall and skilled census related to the holiday season. Thankfully, our team continued to maintain a strong long-term care census which helped to maintain overall census despite our decrease in skilled census.

Year to date, our Care and Wellness Center averaged a total census of 76.45 (86.87%) and a skilled census of 24.35. Thank you to our team for their great work this year in driving overall and skilled occupancy!



Clinical Updates

Welcome Our New Team Members!

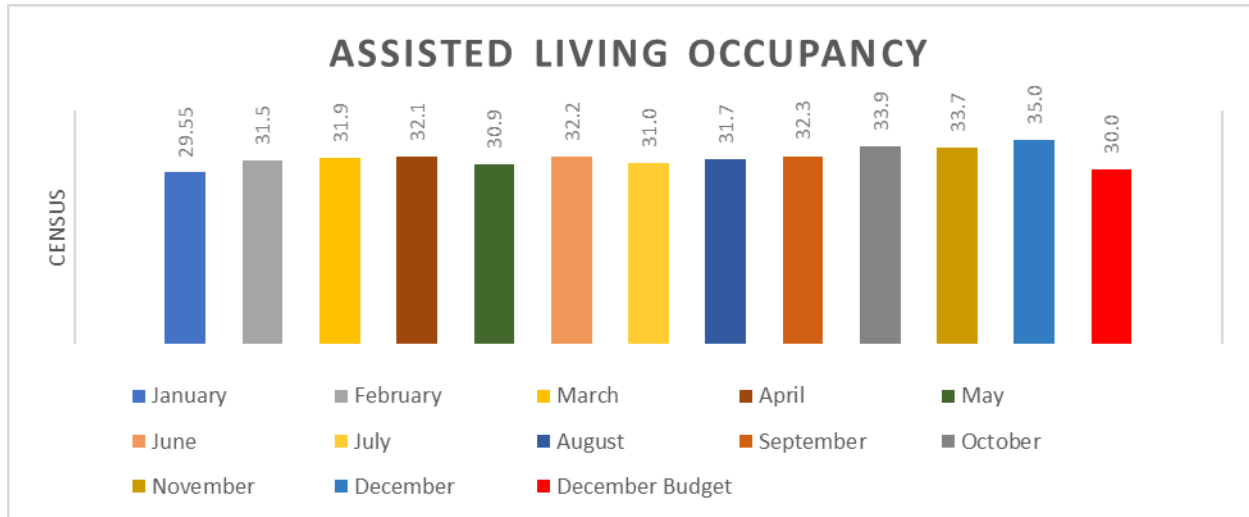
We're excited to introduce two fantastic additions to our team: Shay, joining us as our new Staffing Coordinator, and Bri, stepping in as Supply Coordinator. Shay will help us streamline staffing processes and ensure we have the right people in the right places, while Bri will keep our supply chain running smoothly and efficiently.

Please join us in giving them a warm welcome—we're thrilled to have them on board and can't wait to see the great work they'll do!

ASSISTED LIVING & MEMORY CARE REPORT

In December, Assisted Living continued it's upward trend for census showing another great month of growth!

Year to date, our Assisted Living averaged a total census of 32.26 (70.13%). Thank you to our team who has made great strides in improving our census in Assisted Living. Last year, we ended with a total census of 19.38 (42.13%), so our team continues to drive this new level of care forward.



HUMAN RESOURCES REPORT

December 2025 Overview

Turnover:

34.31% turnover YTD 2025. Compared to 41.06% YTD for 2024. **Decrease of 6.75%**

NOTE: These turnover numbers include all hires including PRN

Overtime:

1388.07 hrs of OT for December 2025. Compared to 1329.95 hrs for December 2024. An increase of 58.12 hrs on the month and total YTD increase in overtime from last year by 7,107.46 hrs of OT

Workers' Compensation:

Maintenance Tech – New Update: January 8th we received a new updated demand from plaintiff in the amount of \$20,000. This is significantly less than the original demand. Our current offer was \$9k. Our counsel has been disposing the plaintiffs' physicians in this case with one that took place in December with the next deposition scheduled for January 9th. So far the depositions have been favorable. We are working to see if we should move forward with an offer to settle. After the depositions are completed, they will prepare a brief to the deputy commissioner with our contentions and arguments. A ruling typically takes between 3-6 months, so we do not anticipate the case to be wrapped up until last spring 2026. The claim is still denied.

EEOC and Legal Updates:

Update: We received a Notice of Charge from the EEOC filed by Medication Aide. We have obtained counsel with Ogletree Deakins to assist with the filing of the position statement considering the prior notice received from a representing attorney prior to the filing at the EEOC. Position statement is due to the EEOC by January 14th. You may recall that we received a demand letter in reference to an employee, Assisted Living CNA/Med Aide, seeking a settlement related to workplace discrimination. This employee was employed with WhiteStone for just over 3 months and was terminated due to refusal to perform CNA duties and gross insubordination towards a supervisor. We have spoke to our counsel related to matter and have directed all other inquiries to be directed to them. They will respond if/when any claim may be presented to the EEOC. At this time we have only received a demand letter, we have not received any notice of charge from the EEOC.

Budgeted FTEs:

- Total December FTEs 230.71
- 2025 Budgeted FTEs – 232.3. Variance: -1.59 FTEs UNDER budget.

Over budget FTEs:

- Housekeepers – 2.82 over budget
- Cooks – 1.66 over budget
- Dietary Aides – 1.25 over budget
- Memory Care CNAs – 2.15 over budget
- Servers – .81 over budget

Monthly Turnover		
	2025	2024
Jan	1.98%	2.23%
Feb	3.28%	3.40%
Mar	1.69%	3.44%
Apr	3.77%	3.86%
May	3.77%	1.86%
Jun	3.91%	3.61%
Jul	3.92%	3.82%
Aug	0.96%	4.30%
Sep	2.95%	1.99%
Oct	0.59%	7.09%
Nov	3.23%	2.38%
Dec	0.31%	3.07%
TOTAL	34.31%	41.06%

Job Openings Report

Recruiting:

IMMEDIATE OPENINGS 01/07/26					
Job Title	# of Openings	New Candidate Pipeline	Attempting to Contact	Interviews Scheduled	Offers Pending
RN Weekend Supervisor	1				
Executive Chef	1		7	3	
Cook	1		4		
CNA--1ST FT	1	2	15	5	
CNA--1st PT	1	2	15	5	
CNA--2nd FT	3	2	15	5	
CNA--2nd PT	1	2	15	5	
CNA--3rd PT	1	2	15	5	
Nurse--1st PT	2	3	4	1	
Nurse--3RD FT	2	3	4	1	
total openings:	14				
				Total Offers:	0
	Openings after Offers:		14		
				Interviews Scheduled:	30
Ready for orientation:	8 new hires ready for orientation 01.08.26				

Recruiting summary: December 2025: 325 New Candidates; 44 Scheduled interviews; 17 offers with 16 hires. 2025 YTD HR has processed 4,448 candidates, 538 interviews scheduled interviews; 262 offers with 226 hires.

Retention:

To end 2025 we have seen a good reduction in turnover and increased retention. We look forward to our continued workforce efforts in 2026 to keep pushing these numbers in a positive direction!

We have been focused and intentional on the new hire experience engaging with new hires within the first week of employment to gauge their experience and any potential concerns we may need to address. Keeping these on ongoing touch points for the first 6 months of employment we hope will reduce turnover, therefore retaining staff.

We focused on three key components in our retention efforts for 2025:

- *Successful New Hire Department Onboarding, "It's all about the experience" and training*
 - *Update: A member of the department will personally call each new team member to make introductions PRIOR to orientation. They will also be creating a flyer or communication in advance of orientation that will be posted to welcome new hires to their department but also to inform current staff they are coming. Each department will create a department welcome gift*

and packet specifically from the department. A mandatory one week check will be required for all new hires by a member of management that will be a questionnaire to be filled out, signed and turned into HR.

- *Performance Management – Setting and Adhering to Expectations*
 - *Update: We are currently discussing performance expectation as a leadership team to develop updated tools, train and develop a plan to adequately manage performance.*
- *Communication – Consistent meaningful staff meetings; timely evaluations; staff check-in*
 - *Update: All departments are to at a minimum hold monthly staff meetings, create avenues for continued communication to their teams, and schedule ongoing new hire check ins.*

MARKETING & SALES REPORT

Monthly Marketing Report					
December 2025					
Current Occupancy: (210)	202	96%			
Sold Occupancy:	207	99%			
Available Units:	<u>Villa</u>	<u>Cottage</u>	<u>IL Apts</u>	<u>Res Apts</u>	
	0	0	0	3	
Explanation:	<u>Villa</u>	<u>Cottage</u>	<u>IL Apts</u>	<u>Res Apts</u>	
				<i>Benn 144</i>	
				<i>Benn 341</i>	
				<i>Lin 305</i>	
Sales (Dec)	2		Cancel:	2	
Move-In: (Dec)	2	<i>4YRC 6E</i>	Upcoming MI:	<i>1001 FMD ILS 520 Benn 345</i>	<i>ILS 419</i>
Transfers: (Dec)	1		ins policy	ILS 313	
MO (Dec):	1				
	<i>Benn 144</i>	ins policy tranf.			
	<i>Benn 341</i>	ins policy staying home			
Upcoming MO: (1)	<u>Unit</u>	<u>reason</u>	<u>Est MO</u>		
	417	Deceased	TBD		
Dept Highlights:	12/3/25- Campus Wide Holidazzle - WL dep and Residents				
	12/10/24 Marketing Committee Appreciation Luncheon				
Upcoming Events:	2/25/26 - February Lunch & Learn - 8 Dimensions of Wellness				

PLANT OPERATIONS REPORT

Last Month's Activities

- Continue to work with Brightview on existing work orders and problem areas
- Continue progress on Gay Terrace project and Fiber project for villas and cottages
- Continue to monitor work order numbers for the community

Accomplishments for the Month

- Gay Terrace completed
- Completed 613 workorders

Plans for the Next Month

- Complete Gay Terrace Move In

Issues and Concerns

- Continue to address work orders asap.
- NO current open positions

ENVIRONMENTAL SERVICES REPORT

Last Month's Activities:

- Deep cleaned the Bistro floors, employee breakroom floors
- Moved Dining room Carpet from bi-monthly to monthly cleaning
- Verified correct inspection tool selections for go live on digital inspection program
- IL projects- Dust/clean hallway furniture, check lights, clean resident storage rooms
- Hired and trained new IL villa housekeeper, and updated some existing schedules
- Shampooed CWC Carpets, Linville Carpets, and placed coating on Rotunda Floor.
- Thanksgiving Meal with EVS/Maintenance

Accomplishments for the Month are as follows:

- Cleaned and partnered with Marketing for Holidazzle
- Held EVS Christmas lunch
- CWC floor project completed rooms:501, 503, 504, 505, 506, 604, 608, 609, 402, 405, 305, 108, 106
- CWC Carpets all extracted
- Dining room carpets extracted
- Dining room restrooms floors scrubbed

Plans for the next month

- Continuing with CWC floor project
- Scrub AL Kitchen floors
- Go active with QA program (digital)
- Extract IL hallways 1-5

OUTREACH FOUNDATION: FRATERNAL FRIENDSHIP PROGRAM

December 2025 Statistics

- Outreach total of \$8,917.13
 - 6 long term members
 - 0 short term members (emergency)
- 15 WhiteStone residents received assistance
 - 13 in Independent Living
 - 2 in Assisted Living
 - 0 in Memory Care

Potential Referrals:

- (3) Scholarship (Move-in Assistance)
- Long Term Assistance
- Short Term/Emergency Assistance

Activity this month:

- Completed 2 Annual Reviews
- Ordered groceries for members
- Attended Guilford Lodge Ladies Night dinner at WhiteStone
- Paid bills for outreach members
- Attended Masonic Luncheon
- Gave birthday cards to members
- Visited current member who was in the Care and Wellness center for rehab
- Coordinated ramp being installed and porch being fixed for Mason
- Assisted member with getting hearing aids
- Updated Masonic affiliation spreadsheet

If you know of a member who needs assistance, please contact:

Jenna Grant

Director of Fraternal Friendship

Email: jgrant@meshhome.org Phone: (336) 601-5593.

FINANCE REPORT

The community finished the year financially strong. December was the hardest month financially given some year end expenses that were not budgeted for. A very strong focus for 2026 is to control spending. As a community we are not in a place to approve items not in the budget and should that be the case other items will need to be adjusted. Nikki is behind on meeting with all department heads to review the 2026 budget but will have all the meetings completed by end of January. Due to events at the end of 2025 the capital projects list will be tweaked to allow for capex items that were not in the budget to keep the community within the budgeted dollar amount. The buffet project is close to being signed off on and starting we were just waiting for a few questions to be answered and making sure that Frederic is comfortable with the direction of the project.

Medicaid update – no new applications all unmet medical needs agreements were approved so there are no outstanding. We are working hard to limit any new Medicaid residents.

The fiber project in the village has started and is underway with hopes to complete by year end or by end of January. – ONGOING – the boring is complete the contractor is starting the connection process at each house.

Previously mentioned was al a carte service menu for EVS and Plant Ops – these were postponed until there is an opportunity to discuss with residents and gather input before creating the service menus.

The audit is already in full swing with preliminary items submitted to the new audit firm Baker Tilley. The auditors are planning to be onsite for fieldwork the week of 2/2/2026.

The community moved form a fully insured health insurance plan to a self-funded plan in 2026. The new bank account associated with this was opened in December and the first payment has been drafted. While there is a lot of known information around this plan from an accounting standpoint we are working thru some of the logistics as it relates to this new plan.

NCMF has created a monthly report for WhiteStone that provides details around the investment accounts and will allow WhiteStone to book investment income and expenses for the funds more consistently in 2026 as investment income a big factor financially in regards to the community's bond covenants.

CULINARY SERVICES REPORT

December 2025 Report

Main events we held in the department since the end of November:

- *Thanksgiving buffet*
- *Christmas Buffet*
- *New Year's Eve Seated Dinner*

All events were well received by most of our residents attending. We need to work on the layout of our buffets to avoid long lines spilling in the dining room and prepare enough food to carry throughout the event to ensure everyone gets plenty to eat. Overall satisfaction was high, especially New Year's Eve dinner.

Accomplishments for the Month

- *We managed to stay within budget in December.*
- *We were over budget by \$34k in November in food.*
- *David and Denver did a great job to manage the operation in the absence of a Director and Executive Chef in November and December.*
- *All venues remained open as usual.*
- *Performed end of the year inventory in all kitchens.*

Plans for the Next Month

- *Planning Valentine's Day Dinner.*
- *Finalizing the buffet remodeling plan for the Main dining room in I.L*
- *Ordering uniforms for front and back of house. Need to see budget.*
- *Updating the regular menus and Ala carte menus. David is entering new pricing in Full count*
- *It is also useful to provide information on what an employee intends to accomplish in the following month.*
- *Interviewing for Executive Chef position*
- *Analyzing sales data from full count in the dining room a la carte for the past year.*

- *Inspecting kitchen equipment in I.L. and A.I./CWC for old equipment to be replaced and put in Capex for 2027.*
- *Working with CWC kitchen leadership to ensure all 3 A.L kitchen are open at lunch and dinner*
- *Training front and back of house on proper serving and cooking technics.*

Issues and Concerns

- *No problems or issues to report currently.*

COMMUNITY LIFE SERVICES REPORT

December 2025 Update

- *Total Number of Activities: 68 > 68*
- *Total Number of Sessions: 181 > 177*
- *Total Number of Cancellations: 3 > 4*
- *Total Participation: 2184 > 1732*
- *Average Participation: 12.1 (~12 per activity) > 9.8 (~10 per activity)*
- *Participation Percentage: 94.1% (64/68 Activities had Participants) > 92.6% (63/68 Activities had Participants)*
- *Total Number of Check-Ins: 236 > 172*

Changes since November 2025:

- *Total Number of Activities did not change (same as November 2025)*
- *Total Number of Sessions decreased by 4 (2.21% Decrease)*
- *Total Participation decreased by 452 (20.7% Decrease)*
- *Average Participation decreased by 2.3 (19.01% Decrease)*
- *(Note: Average = Total Participation/Total Number of Sessions)*
- *Participation Percentage decreased by 1.5%*
- *Total Number of Check-Ins decreased by 64 (27.2% Decrease)*

Stable Program Structure: The total number of activities held steady at 68, indicating no change in the operational scale or breadth of offerings between periods.

Minor Schedule Adjustment: The total number of sessions saw a slight reduction of 2.2% (from 181 to 177), suggesting fine-tuning of frequency or duration rather than a major strategic shift.

Substantial Drop in Overall Engagement: Total Participation fell sharply by 20.7% (from 2184 to 1732). This is the most significant negative change, indicating a considerable decline in total attendee volume across the program.

Weakening Audience Pull: Average Participation per activity decreased by 19.0% (from 12.1 to 9.8). This critical metric reveals that not only did total attendance drop, but the average audience size for each individual activity also contracted significantly.

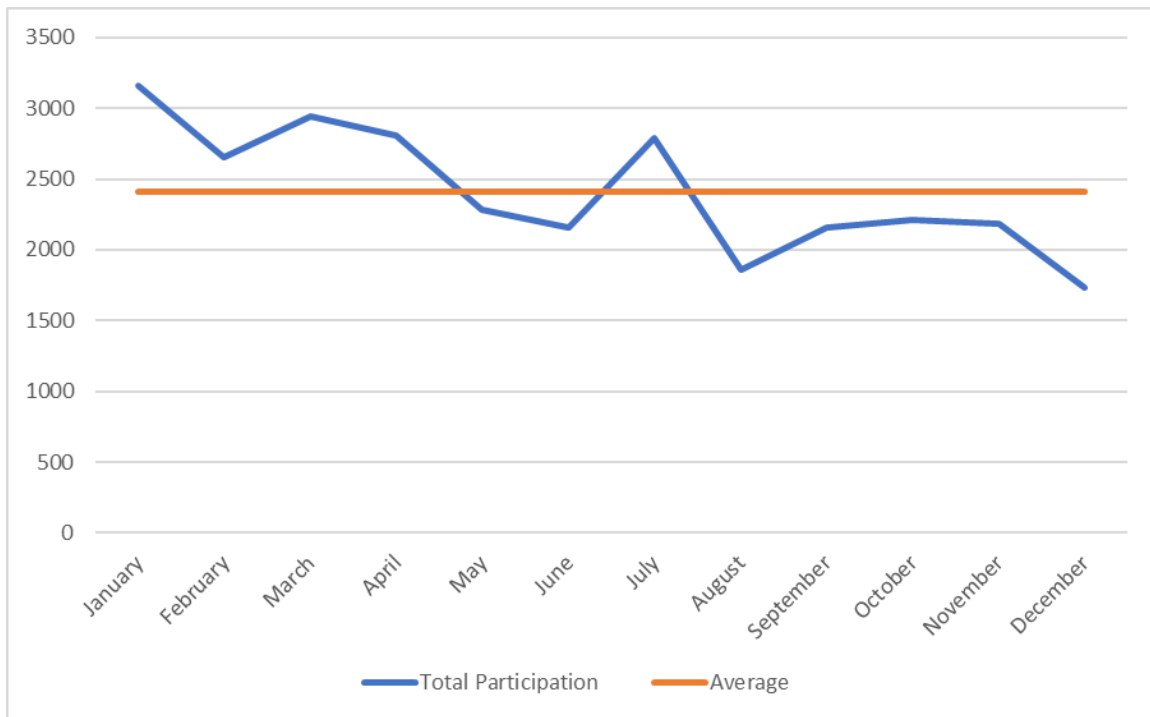
Resilient Activity Viability: The Participation Percentage remained high, showing only a slight decrease from 94.1% to 92.6%. This means nearly all scheduled activities still successfully attracted participants, suggesting the issue is not event failure but diminished audience size per event.

Severe Contraction in One-on-Ones: The Total Number of Check-Ins fell dramatically by 27.1% (from 236 to 172). This is due to reduced opportunities for meetings. CLS also implemented a new, more time-intensive documentation protocol for one-on-ones, which created a temporary barrier to completion and recording. This procedural shift directly suppressed the recorded metric.

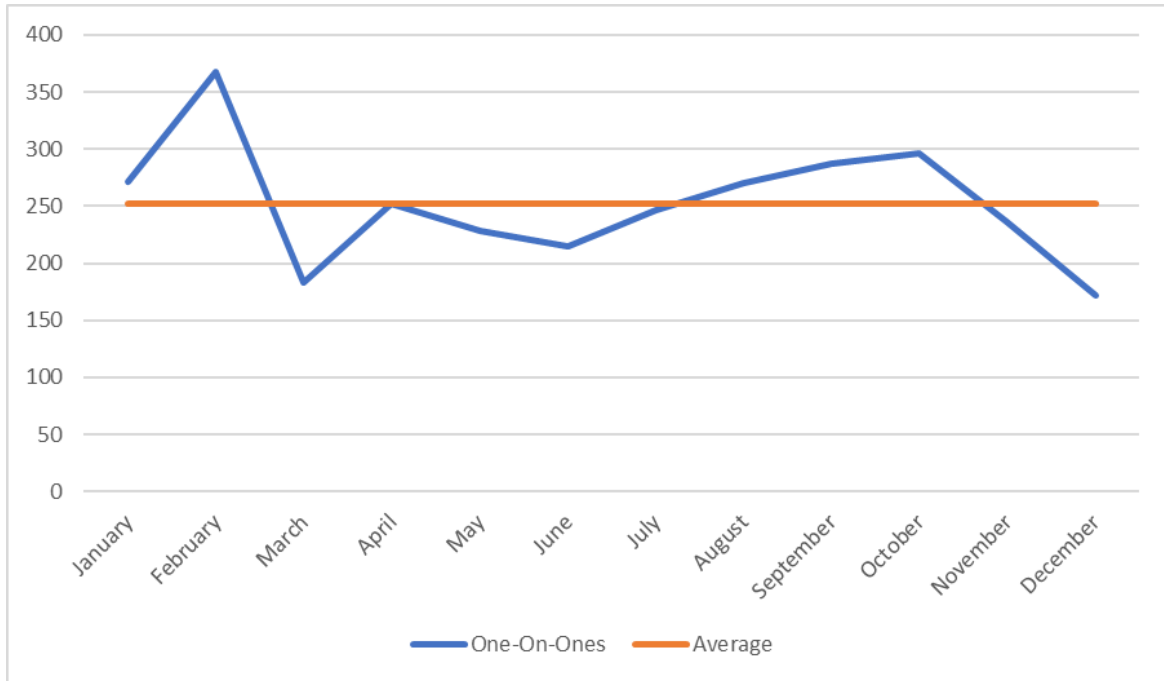
Key Takeaways: *The data strongly reflects a temporary, external seasonal impact rather than a loss of program vitality. The fact that activity count and schedule integrity were maintained, with most activities still drawing core participants, speaks to strong operational discipline and baseline loyalty.*

This is not an attrition problem to solve, but a cyclical pattern to anticipate. Performance should be compared year-over-year (e.g., Holiday Season 2023 vs. Holiday Season 2024) rather than to the preceding single-holiday period. For future planning, this dip may be considered normal, and strategies could focus on low-cost, high-community-value activities for the reduced onsite population.

Overall Statistics for 2024



Total Participation | Yearly Average: 2413.3 | 28,960 Total Participants for 2026



One-on-Ones | Yearly Average: 252 | Total: 3025 One-on-Ones

Current & Ongoing Projects – Gina Prevost

- *Resident Engagement & Communication*
 - *Welcoming and integrating new Independent Living (IL) residents.*
 - *Monthly publications:*
 - *Chit Chat*
 - *Healthcare Highlights*
 - *Maintaining updated email lists:*
 - *CWC families*
 - *AL families*
 - *Resident Email List*
- *Resident Information Management*
 - *Uploading resident photos to:*
 - *Uniguest*
 - *Point Click Care*
 - *Managing the Host List in CWC.*
 - *Program Exploration*
 - *Researching the Motivation Alliance Program for potential resident engagement opportunities. (Same system observed during the visit to Croasdaile Village.)*
- *Assisted Living*
 - *Jillian is working on a Meet our Residents binder – it contains their picture and a little bit about them. Kind of like a Get to Know Me Page. When completed the binder will be located on the 1st floor and it will be color coded and tabbed to separate each*
- *Independent Living*
 - *Prepping for the Resident Health Fair on January 15th*

- CWC
 - *Adding additional supplies for dementia residents in the CWC*
 - *Working on high functioning and low functioning activities*
- Preparing for my visit with Avery-LCS Core Specialist at WhiteStone January 12th-15th

CHAPLAIN & SPIRITUAL SERVICES REPORT

December 2025 Report

- **Worship Services** – *4 advent services and 1 Christmas Day service*
- **Memorial Services**– *1 Memory Tree service for all residents who died in 2025*
- **Pastoral Encounters** (*calls, meaningful conversations, visits*)
 - *CWC - +40(some with family or in care plan meetings)*
 - *AL- +30*
 - *IL- + 61 (as well as walk-throughs at meals occasionally to greet residents)*
+5 hospital visits with Health Navigator
- **Weekly Bible studies**
 - *CWC – 5*
 - *AL – 5*
 - *IL – 0*
- **Support Groups:**
 - *RISE – 0*
 - *HOPEFUL – 1x (special holiday workshop with guest speaker)*
- **Meetings:** *CWC daily report, Collaborative Care Team meetings, Spiritual Support Committee,*
- **Miscellaneous:** *attended IL coffees and other holiday activities as able; assisted with holiday décor of Chapel; continued card ministry – (resident birthdays, wedding anniversaries, bereavement and holiday); continued IL Bible Study planning (books researched and ordered – starts back in Jan); collected Toys for Gift Mart (and assisted with handing them out); attended Menorah lighting on campus 2 evenings to support our Jewish residents*
- **Working on the following for January:** *Revamping support groups to best meet residents’ needs, Sermon series and Chapel calendar planning, Health and Wellness Fair, IL Bible study starts back 1/22/26*
- **Long-term:** *Chapel improvements – lighting (congregation approved), mural preservation (congregation approved), carpet and pew touch-up (postponed), planning interfaith activities - enrichment of spiritual support for all faiths*
- **PTO Taken:** *Dec 1st & 24th*
- **Upcoming:** *Jan 1st & 8th*