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PASSPORT TO PURPOSE

A Year in Review
2025



WELCOME ABOARD

As we look back on a year filled with purpose, progress, and meaningful moments

OUR MISSION, OUR PROMISE, OUR PURPOSE

At BHI Senior Living, our mission is rooted in a profound belief: that every older adult deserves a life filled with dignity, purpose, security, and joy. Throughout the years we have grown from one community into a family of twelve across Indiana, Ohio, and Michigan—each offering older adults a place to feel at home, stay connected, and live life fully. While every campus has its own personality, they are all united by a shared commitment to exceptional care, genuine hospitality, and meaningful relationships.

Who we are is reflected in the everyday moments that define community life: a warm welcome, a shared meal, a new interest discovered, a trusted team member offering support, or a resident finding comfort and confidence as their needs change. Our continuum of care ensures that each person can move through their own journey with stability, dignity, and peace of mind.

As you explore this year in review, think of it as a passport through the many destinations that make BHI unique—places where people grow, connect, and thrive. Every page captures a moment, a milestone, or a memory from the year, illustrating the heart of who we are and the lives we are honored to serve.



NAVIGATING THE FUTURE TOGETHER

A MESSAGE FROM OUR PRESIDENT AND CEO, JOHN DATTILO

As we reflect on 2025, it feels as though we are looking back through the pages of a well-traveled passport with each stamp representing a milestone, a challenge met, or a meaningful moment shared across our organization. This year was marked by progress, resilience, and unwavering commitment that strengthened our foundation, advanced our mission, and moved BHI Senior Living forward across Indiana, Ohio, and Michigan.



Over the past twelve months, our communities and teams have charted new paths with purpose by elevating resident experiences, enhancing operational excellence, expanding philanthropic impact, and continuing to build a culture grounded in service, integrity, and collaboration. From major redevelopment projects and technology modernization efforts to enriched life enrichment programming, leadership development, and industry-leading clinical outcomes, the achievements within this Year in Review are stamps of success made possible by the passion and dedication of those who live and work in our communities.

This year, we also implemented system-wide operational standards, introduced new tools and technologies, and grew strategic partnerships with universities, healthcare providers, and national associations. These initiatives not only improved the daily experience for our residents but also expanded BHI's visibility as a leader in senior living, which has been reflected in national honors, industry awards, and strong satisfaction scores across our campuses. Each partnership, improvement, and recognition represents another meaningful destination reached on our collective journey.

As we look ahead to 2026, we remain committed to innovation, thoughtful growth, and strengthening the initiatives that support our residents, families, and team members. Our progress this year is the result of extraordinary teamwork happening every day across all twelve of our Life Plan Communities. Together, we will continue exploring new possibilities, navigating new opportunities, and shaping a future worthy of those we serve.

Thank you for your dedication, resilience, and continued commitment to excellence. Guided by a shared compass, we are charting new paths for BHI's story, deepening our legacy, and creating communities where older adults live with purpose, dignity, and joy.

PRESIDENT & CEO | BHI SENIOR LIVING





2025: AN EXPEDITION OF INNOVATION, IMPACT, AND INSPIRED LIVING

Over the past year, BHI Senior Living advanced its mission with a renewed sense of purpose, clarity, and momentum. Across all 12 Life Plan Communities in Indiana, Ohio, and Michigan, transformative work took place, driving stronger resident engagement, heightened operational excellence, expanded philanthropic reach, and a deeper commitment to staff development and organizational resilience. The collective achievements of 2025 reflect a system that is not only thriving today but actively shaping the future of senior living.

Across every department and every campus, one message came through unmistakably: we are building lasting impact together.

LEADERSHIP SETTING THE COURSE

BHI Senior Living's executive team provides the steady guidance that keeps our organization on a clear and purposeful path. Meeting weekly, this group of dedicated leaders reviews strategic priorities, addresses operational and clinical needs, and ensures alignment across all campuses. Their collaboration functions as the organization's compass—anticipating challenges, identifying opportunities, and charting the direction for continued excellence.

With deep expertise and a shared commitment to our mission, the executive team navigates the road ahead with intention and clarity, ensuring BHI continues to grow, evolve, and deliver exceptional service to residents, families, and staff.

At BHI Senior Living, we are guided by a dedicated volunteer Board of Directors whose diverse expertise, compassionate leadership, and unwavering commitment to our mission help chart the organization's long-term course. These individuals generously contribute their time, insight, and oversight to ensure that every decision supports the well-being of our residents, staff, and communities.

With fiduciary responsibility and a shared belief in our faith-based values, the Board provides steady direction—helping BHI navigate opportunities, anticipate challenges, and remain a trusted not-for-profit leader in senior living for generations to come. Their leadership reflects our enduring promise: to serve with excellence, transparency, and care at every stage of the journey.

BHI EXECUTIVE LEADERSHIP TEAM

JOHN S. DATTILO

President & CEO

ROGER E. WEIDEMAN II

Sr. Vice President & CFO

DAN CARR

VP, Operations

JEANNIE AMBLER

VP, Human Resources

ELWOOD A. CONAWAY III

VP, Information Technology

MEGAN ULRICH

VP, Marketing & PR

JAY RUMBACH

VP, General Counsel

CHRISTOPHER BYRDE

VP, Financial Operations

BRIAN PANGLE

VP Philanthropy

MARK PRIFOGL

Regional VP Operations, Indiana

TIM MCGOWAN

Regional VP Operations, Ohio

PERCELL SMITH, JR.

Regional VP Operations, Michigan

KEVIN WARD

Senior Operations Director

RHONDA PESTRIDGE

Executive Assistant/Office Manager

CAMPUS LEADERSHIP

ATHENS CROSSING & FOUR SEASONS

Mark Prifogle - Regional VP of Operations, IN

Rebecca Stenner - Executive Director

THE BARRINGTON OF CARMEL

Mark Prifogle - Regional VP of Operations, IN

Kara Owen - Executive Director

CLARK AT FRANKLIN

Percell Smith - Regional VP of Operations, MI

Kelly Jasman - Executive Director

CLARK AT KELLER LAKE

Percell Smith - Regional VP of Operations, MI

Rachel Romero - Assistant Executive Director

HOOSIER VILLAGE

Mark Prifogle - Regional VP of Operations, IN

Mindy Kantz - Executive Director

MAPLE KNOLL VILLAGE

Tim McGowan - Regional VP of Operations, OH

Marc George - Assistant Executive Director

THE KNOLLS OF OXFORD

Tim McGowan - Regional VP of Operations, OH

Laura Lacy - Executive Director

THE TOWNE HOUSE & PRAIRIE LANDING

Mark Prifogle - Regional VP of Operations, IN

Hayley Compton - Executive Director

WESLEY MANOR

Mark Prifogle - Regional VP of Operations, IN

Molly Vissers - Executive Director

WESTMINSTER VILLAGE NORTH

Mark Prifogle - Regional VP of Operations, IN

Ruth Fuchs - Executive Director

CAREPLUS HOME HEALTH

Mark Prifogle - Regional VP of Operations, IN

Lindsey Knies - Executive Director

A YEAR OF *Adventures*

BHI Senior Living continued charting an ambitious and purposeful course, strengthening our physical, financial, and strategic foundation as we navigated another year of growth. As the needs and expectations of older adults continue to evolve, BHI advanced major expansion and redevelopment initiatives across the system, positioning our communities for long-term success while ensuring residents enjoy exceptional environments, services, and amenities. This forward-looking approach also included the initiation of a second obligated group evaluation, a strategic step designed to enhance financial flexibility, increase borrowing capacity, and ensure BHI remains well-positioned for the journey ahead.

At the heart of this progress was a deepened focus on the resident and employee experience, the compass guiding every decision we make. Comprehensive resident and employee engagement surveys across all communities now serve as the roadmap for the year ahead, guiding improvements, strengthening communication practices, and inspiring new engagement initiatives that reflect the unique character of each campus. Customer service excellence advanced meaningfully with a systemwide rollout of the Welcome Home Customer Service Training Program, reinforcing BHI's commitment to hospitality, communication excellence, and a service culture rooted in empathy and responsiveness. This program established shared expectations across all campuses while elevating the experience of residents, families, and prospects.

Our Centenarian and Veterans Recognition Programs also took flight, honoring the lives, legacies, and service of those we are privileged to support. Virtual Honor Flights, companion travel sponsorship, and heartfelt celebrations across the system created moments of profound meaning, connection, and pride.

We launched a new initiative to showcase campus art exhibitions within the corporate office, rotating featured communities on a quarterly basis. The inaugural display proudly featured artwork from Maple Knoll.

Resident wellness and engagement continued to flourish. BHI deepened its programming through Rock Steady Boxing for individuals with Parkinson's disease, expanded meaningful intergenerational partnerships, and enriched educational offerings centered on whole-person well-being. The Maple Knoll Communities Ageless Explorers Travel Club, a favorite resident experience, has expanded to additional communities, opening new paths for adventure, cultural discovery, and social connection.



Collaboration and shared learning took center stage with the launch of Quarterly Best Practice Summits across all 12 communities. These gatherings provided leaders and subject-matter experts a unified destination to exchange ideas, elevate innovation, and build consistent excellence across disciplines. Results were immediate, generating new efficiencies, stronger alignment, and improved practices in multiple service areas.

BHI strengthened its governance, legal, and compliance infrastructure through:

- A comprehensive update of admissions agreements
- Revised corporate policies
- Standardized procedures across communities
- Alignment with best practices, regulatory expectations, and the needs of a growing organization

Full federal trademark protection for BHI Senior Living, BHI, and the BHI Foundation provided essential safeguards to the organization's identity and reinforced the integrity of our visual, cultural, and intellectual assets.

Finance, accounting, and administrative operations underwent transformational progress. The consolidation of Michigan and Ohio functions into the Indiana Region streamlined operations, improved support, and strengthened consistency across campuses. Indiana's finance teams were restructured to align staffing models, skill sets, and responsibilities with evolving needs, enhancing capacity and supporting increasing operational complexity. Additional enhancements include refined internal controls, improved reporting capabilities, expanded cross-regional collaboration, and strengthened planning processes, further solidifying BHI's financial foundation.

Technology modernization accelerated our momentum. The elimination of the physical data center and full cloud migration increased reliability, reduced risk, and provided a modern infrastructure capable of supporting future growth. Maple Knoll Communities transitioned from Cisco Call Manager to Microsoft Teams Calling, resident phone systems moved to the 3CX analog platform, and all Indiana campuses shifted from Impact Networking to Indiana Business Solutions. Full deployment of Windows 11 across user endpoints and achieving 100 percent employee participation in KnowBe4 cybersecurity training elevated awareness, safety, and systemwide IT readiness.



A highlight of the year was the launch of The Smarter Service resident helpdesk platform, which enhanced communication, increased transparency, and created a seamless user experience for residents and staff seeking technical support. Collectively, these advancements modernized BHI's technology environment, strengthened cybersecurity, and elevated day-to-day service delivery.

Marketing and communications reached new destinations through strategic investments and bold vision. All campus websites were redesigned with immersive virtual tours, refreshed navigation, and an updated visual identity. Work also began on redeveloping the corporate website to create a more unified and modern brand experience. Marketing automation strengthened lead nurturing, branded social media channels increased visibility, and SEO-driven content strategies elevated digital engagement across communities. New media initiatives, including filming the Life in the Fast Lane documentary at Clark and launching the BHI History & Legacy Project, highlighted the stories, milestones, and achievements that continue to shape who we are.

Life enrichment, memory support, and clinical programming continued to evolve across the system. The Living on Purpose Life Enrichment Program brought a unified, intentional approach to wellness, creativity, and meaningful living. This included several standouts, including the first Pinewood Derby at Keller Lake. The Journey Memory Support Program strengthened training, introduced CORE Dementia Certification pathways, and expanded family support sessions—enhancing preparedness, connection, and resident-centered care. Partnerships with leading organizations expanded research, education, and professional development opportunities that will continue to shape memory care innovation.

These partners include:

- The Alzheimer's Association
- AARP
- Indiana University School of Medicine
- University of Cincinnati
- Miami University
- The Plaster Creek Stewards in Grand Rapids

BHI also worked with its culinary partner, Morrison Senior Living, to introduce Ozzi, a sustainable take-away container program, at Maple Knoll Village and Hoosier Village, supporting environmentally conscious dining while offering residents a convenient, eco-friendly option.

Leadership development and workforce excellence reached new heights. This included the launch of the BHI L.E.A.D. Program, which created a comprehensive leadership pathway for team members at every stage of their careers. This included the expanded L.E.A.D with Purpose curriculum and the new L.E.A.D with Impact Program for Foundational Leadership Development. Human Resources advanced systemwide consistency through new job titles and salary structures, HR dashboards, performance management philosophy, formal audit procedures, and standardized attendance policies. Updated software systems improved clarity and efficiency, while the Employer Brand & Employee Value Proposition amplified BHI's commitment to meaningful work, leadership growth, and community impact.



Workforce development gained momentum through the expansion of the Indianapolis Intern Program, full implementation of the CNA Mentor Program in Indiana, and the approval of Nurse Training Programs in Ohio. Leadership enrichment opportunities, including Conversations That Matter, performance management workshops, and CliftonStrengths development, further strengthened leaders at every level.

Care Plus Home Health Care continued serving as a trusted companion in the journey to aging well, providing exceptional home and community-based services that support independence, dignity, and confidence. Residents at Westminster Village North, Hoosier Village, and The Barrington of Carmel benefit from seamless access to skilled nursing, therapy, personal care, and chronic condition management with preparations underway to expand Care Plus services to additional campuses in 2026.

Across the organization, BHI communities and leaders continued to be recognized for excellence, demonstrating the strength and consistency of our journey together. BHI ranked nationally in the Top 20 on the LeadingAge Ziegler 200, a distinction that reflects strong performance, strategic innovation, and long-term stability. Multiple campuses earned 5-Star CMS Quality Ratings and regional accolades, further solidifying BHI's reputation for exceptional care and service.

Two of our communities, Maple Knoll Village and Hoosier Village, were again listed among Newsweek's Best Continuing Care Retirement Communities, marking consecutive years of national recognition for quality, outcomes, and resident satisfaction.

Several communities also earned top honors in their local markets. Maple Knoll Village received multiple distinctions from the Cincinnati Best Choice Awards, including Best Retirement/55+ Community and Best Assisted Living, highlighting its strong reputation and continued leadership in the region. In Michigan, several of the Clark Leading Ladies received regional recognition for their accomplishments.



BHI is also proud to share that Hoosier Village, The Towne House, The Barrington of Carmel, and Four Seasons were named among the Best Short-Term Rehabilitation providers by U.S. News & World Report, a testament to exceptional therapy outcomes, clinical performance, and resident recovery experiences.

Employees across the organization celebrated meaningful service anniversaries and career milestones this year, reflecting the strength and dedication of the teams who bring BHI's mission to life every day. Among these achievements, one stood out as especially significant: Dan Carr, Vice President of Operations, celebrated an extraordinary 40 years of service to BHI Senior Living—an accomplishment that speaks to his unwavering leadership, commitment, and impact across the system.

Throughout our communities, Executive Directors and team members were recognized for excellence in leadership, clinical performance, hospitality, and community engagement. Together, these milestones highlight not only the depth of talent within BHI but also the purposeful direction we continue to travel as we grow, evolve, and serve older adults with quality, compassion, and heart.

Our

PHILANTHROPIC

Voyage

Philanthropy continued to expand in both scale and sophistication. The inaugural BHI Indiana Foundation Spring Appeal launched, and affiliate foundations Spring/Fall meetings in Indianapolis and Grand Rapids respectively deepened board trust, engagement and cross-campus collaboration. A new Core Vendor Partner Program was developed, generating between \$55,000 and \$75,000 annually to support BHI leadership development—now a recurring, sustainable initiative. These efforts reinforced BHI's commitment to building a long-term philanthropic pipeline to strengthen benevolent care, resident programs, and future capital needs.

In February, BHI formalized the Westminster Foundation Affiliation Agreement, followed in August by a shared-services agreement that deepened operational alignment and long-term support for the campus. In addition, The Foundation joined forces with the BHI corporate marketing team to fund the centenarian display across our campuses to honor residents turning 100.

In Ohio, the Maple Knoll Communities Foundation raised more than \$420,000 from over 400 supporters—strengthening benevolent care, supporting staff appreciation and development, and advancing resident desired initiatives. The Foundation's benevolent care funds provided vital assistance to residents, while employee engagement resources helped foster a culture where staff feel valued and supported. The team also helped generate more than \$378,000 in support of WMKV/WLHS, strengthening the station's intergenerational programming and community broadcasting. Throughout the year, the Foundation deepened donor engagement through key events such as the Annual Campaign Kickoff, the Living Legacy Society celebration, and the annual WMKV/WLHS Golf Outing.

The Clark Foundation in Michigan provided approximately \$375,000 in Benevolent Care grants, and the Benevolent Care Endowment reached a significant milestone by exceeding \$5.0 million. The Foundation fully funded Music programming at both campuses, totaling approximately \$40,000, and supported an additional \$5,000 in concerts and music programming for Independent and Assisted Living residents. The Foundation also supported the planning and launch of Veterans Honor Gardens at each campus, featuring monuments recognizing all branches of the armed forces and commemorative brick pathways, with the campaign continuing through spring 2026 and installation planned for late spring or early summer. In addition, Clark Leading Ladies, now 108 members strong, continue to financially support the Benevolent Care Endowment, and Golf FORE Clark, the largest event to date with 30 teams, raised \$143,000, with net proceeds supporting Benevolent Care and Music Therapy.



THE ROADMAP TO FISCAL STRENGTH

2025 Condensed Consolidated Financial Statements

	10 months ended 10/31/2025	Year Ended 12/31/2024
Statement of Operations		
Operating Revenue		
Resident Services and Related Revenue	163,565,627	192,728,302
Amortization of Entrance Fees	15,512,318	16,664,430
Other Operating Revenue	14,171,143	13,164,947
Total Operating Revenue	193,249,088	222,557,679
Expenses		
Salaries, Wages & Benefits	82,233,210	98,871,807
Contracts, Rents & Services	41,254,641	41,848,141
Food & Supplies	5,480,645	8,450,170
Repairs & Maintenance	6,047,629	5,678,265
Utilities	8,579,998	9,259,986
Depreciation & Amortization	25,295,507	30,341,282
Insurance	3,810,791	3,426,574
Professional & Administrative	7,066,543	7,459,755
Inherent Contribution from Affiliation	0	
Other	1,957,701	10,741,515
Total Expenses	181,726,665	216,077,495
Operating Income (Loss)	11,522,423	6,480,184
Other Income(Expense)		
Investment Return	12,565,669	13,748,602
Interest Expense	(16,648,519)	(19,658,460)
Change in Fair Value of Swap	(2,239,688)	(2,045,352)
Inherent Contribution from Affiliation (WVN)	0	10,197,136
Other	737,144	(118,505)
Change in Unrestricted Net Assets		
Before Grant Revenue	5,937,029	8,603,605
Grant Revenue	0	62,283
Change in Unrestricted Net Assets	5,937,029	8,665,888
Change in Net Assets with Donor Restrictions	0	5,093,132
Total Change in Net Assets	5,937,029	13,759,020

THE ROADMAP TO FISCAL STRENGTH

2025 Condensed Consolidated Financial Statements

Net Entrance Fees Received	47,208,361	36,254,171
	10/31/2025	12/31/2024
Balance Sheet		
Assets		
Cash & Investments	184,765,593	158,916,869
Accounts Receivable	6,238,925	7,590,536
Assets Limited As to Use-Current	3,255,470	6,384,000
Prepays and Other	8,744,464	5,033,950
Total Current Assets	203,004,452	177,925,355
Assets Limited As to Use	53,192,043	46,393,010
Property & Equipment	653,605,264	647,322,849
Intangible Assets	7,928,816	8,858,106
Land and Development Costs	4,468,450	4,465,516
Investments in Joint Ventures	1,026,551	4,437,028
Interest Rate Swaps	(646,068)	1,982,398
Other Noncurrent Assets	7,393,252	3,691,720
ERC Receivable	7,264,152	7,264,152
Total Assets	937,236,912	902,340,134
Liabilities and Net Assets		
Accounts Payable and Accrued Expenses	15,365,309	17,803,608
Current Portion of Long Term Debt & Leases	10,173,616	10,269,265
Refundable Entrances Fees	12,912,134	12,445,766
Accrued Liabilities and Other	6,196,866	9,573,385
Total Current Liabilities	44,647,925	50,092,024
Long Term Debt & Leases	427,180,179	419,721,042
Refundable Entrance Fees & Deposits	166,114,385	143,243,249
Deferred Revenue	152,360,771	140,224,398
Other Long Term Liabilities	267,924	5,875,427
Total Liabilities	790,571,184	759,156,140
Net Assets		
Without Donor Restrictions	111,124,352	112,945,754
With Donor Restrictions	33,541,377	30,238,240
Total Net Assets	144,665,729	143,183,994
Total Liabilities and Net Assets	935,236,913	902,340,134

JOURNEYING THROUGH THE BHI COMMUNITIES

HOOSIER VILLAGE

A BHI Community

Hoosier Village entered the year with strong momentum and continued to build on its legacy of excellence. With sustained occupancy, transformational campus development, and strengthened community engagement, the campus positioned itself for the next chapter of growth and innovation.

The campus maintained an impressive 99% occupancy throughout the year, reflecting both strong demand and high resident satisfaction. One of the most significant milestones was the continued expansion of Magnolia Trace. Phase 1 welcomed its new residents, Phase 2 sold out ahead of schedule—with move-ins beginning in December—and Phase 3 officially broke ground, marking the start of another exciting chapter in Hoosier Village's growth. These developments, coupled with extensive renovations to the Hawthorn Building and Keenan Community Center, ensure the campus remains modern, welcoming, and aligned with the lifestyle expectations of today's older adults.

Hoosier Village also focused on strengthening community connections. The campus hosted a First Tuesday Chamber Networking Event during its Concert at the Park, featuring The Voice winner Josh Kaufman—an event that drew residents, neighbors, and local leaders together. The campus was honored as the 2025 Business of the Year by the Zionsville Chamber of Commerce and was recognized by Newsweek as one of America's Best CCRCs.

Innovation in programming remained a hallmark of the year. Residents engaged in Rock Steady Boxing, expanded nature programs through a partnership with wildlife expert Ted Stowe, and participated in the inaugural SAGE generational engagement initiative with Zionsville High School.

The campus also hosted its first Virtual Honor Flight, believed to be the first in Indiana, honoring the service and sacrifice of its resident veterans.

Staff accomplishments further elevated the community. Rhonda Ryan received LeadingAge's Excellence in Leadership Award, Erin Dodd was featured in the LeadingAge Nurse Appreciation Spotlight, and Marian University nursing students completed clinical rotations on campus—strengthening future workforce pathways. Employee engagement scores rose substantially to 4.06 out of 5.0, demonstrating the impact of ongoing leadership and culture initiatives.

The year concluded with the celebration of more than 60 team members at the annual Employee Banquet, highlighting the dedication and commitment that make Hoosier Village one of the state's premier communities. With high resident satisfaction—94% overall—and continued investment in its people, programs, and campus, Hoosier Village enters 2026 stronger than ever.





THE BARRINGTON OF CARMEL | A BHI COMMUNITY

The Barrington of Carmel advanced steadily on its journey of excellence, strengthening its standing as one of the region's premier Life Plan Communities. With a culture defined by quality, accountability, and service, the campus continued charting a clear path forward—driven by strong outcomes and a commitment to resident-centered care.

A major milestone along this year's course was achieving deficiency-free IDOH annual and Life Safety Code surveys for the second consecutive year. This accomplishment reflects the preparedness, clinical skill, and operational consistency that guide the Barrington team's daily work. Resident satisfaction remained strong throughout the year, with dining scores exceeding 85% and Environmental Services satisfaction averaging 92.7% through enhanced survey tracking.

The campus also excelled in occupancy and financial performance. Independent Living remained 100% sold, and overall occupancy stayed at 100% to budget. Operational results reflected strong stewardship, outperforming budget expectations.

Team Member engagement continued to rise as well, with a 91% survey participation rate and a notable year-over-year increase in the campus engagement score.

Leadership achievements were another highlight of the year. Assistant Executive Director Molly Vissers stepped into multiple statewide roles—including serving as 2026 ACHCA-Indiana President—while also contributing to NAB exam development and completing her MHA. Executive Director Kara Owen received the Arthritis Foundation's Community Champion Honoree recognition and will serve as ACHCA-Indiana's 2026 Treasurer. Additional honors included LeadingAge Volunteer of the Year for Resident Services Manager Tim Fishburn, and professional certifications earned by Environmental Services Manager Jennifer McDaniel and Life Enrichment Manager Thomas Green.

The campus was also recognized externally as Best Assisted Living in Suburban North Indy and celebrated 42 employees at its annual years-of-service banquet. Operational transitions, including leadership enhancements and the launch of the campus-wide design refresh, strengthened The Barrington's infrastructure for the road ahead.

Looking ahead, The Barrington is preparing for an exciting expansion of its Independent Living residences in 2026, strengthening its position as a premier Life Plan Community in Carmel.





CLARK

A BHI AFFILIATE

Clark Retirement Community delivered a year defined by growth, innovation, sustainability, leadership, and compelling storytelling. With strong occupancy across both campuses and significant capital improvements underway, Clark continued to advance its mission of providing purposeful living for older adults.

Major renovation projects revitalized hallways, lounges, social spaces, and Skilled Nursing dining areas, bringing renewed vibrancy to both the Franklin and Keller Lake campuses. The return of offline units helped strengthen occupancy performance, with Franklin reaching 93%, Keller Lake rising to 98%, and Townhomes achieving 100%. Terrace and Manor Apartments exceeded expectations at 104% of budgeted occupancy, underscoring strong demand for Clark's lifestyle and services.

Clark's commitment to meaningful storytelling reached new heights through a dynamic campus-wide commercial parody inspired by the movie Dodgeball, created in partnership with the Corporate Marketing Team. The campus also produced a powerful video piece highlighting resident Don Vroman, who is also a race car driver. The video's selection for LeadingAge Michigan's 2026 Annual Meeting further amplified Clark's visibility and showcased the vibrancy and individuality of its residents. In addition, Clark continued to stay in the spotlight through its expert contributions on WOOD TV, reinforcing the community's reputation as a trusted leader in senior living.

Resident and family engagement remained strong, with the 2025 satisfaction survey achieving a 68% participation rate and producing excellent results: a combined 90% overall satisfaction and an impressive 95% on the Keller Lake campus.

Clark led the region in environmental stewardship through innovative, university-supported sustainability efforts. Collaborations with Calvin University and Plaster Creek Stewards resulted in rain gardens, curb cut gardens, native plantings, invasive species removal, and expanded green spaces. These projects placed Clark among the first retirement communities in Grand Rapids to earn stormwater credits—a milestone that reinforces Clark's dedication to environmental responsibility.

Residents played a central role in expanding these efforts through the creation of a U-Pick Garden, where they grew and planted seeds, and by building both a Vase Lending Library and a registered Little Free Library to encourage sharing and connection. Together, these initiatives reflect Clark's dedication to sustainability, learning, and meaningful community involvement.

Lastly, Clark's Vice President of Operations, Percell Smith, was appointed to the LeadingAge Michigan Board of Directors, highlighting Clark's growing influence in statewide senior living leadership.

Four Seasons

A BHI COMMUNITY

Four Seasons demonstrated extraordinary momentum and community spirit throughout 2025, achieving meaningful milestones that highlight the heart, dedication, and unity of the campus.

The year was filled with celebrations that brought residents, staff, and families together—including the campus-wide Employee Banquet honoring team achievements and the joyful “Love Is in the Air” celebration recognizing 25 married resident couples. These special events reflected the close-knit environment that makes Four Seasons a truly exceptional place to live and work.

Campus improvement efforts also continued to shine, with the addition of a beautiful residential dining patio and garden, now a beloved gathering place for residents and guests. Facility upgrades, including new garage doors and mechanical enhancements, further strengthened Four Seasons’ long-term operational excellence.

Four Seasons maintained its reputation for outstanding clinical performance, once again achieving a CMS 5-Star Quality Rating. The community was also honored in The Republic’s Readers’ Choice Awards, earning recognition as the Best Assisted Living Facility, Best Nursing Home, and Best Senior Living Facility of 2025.

Community engagement reached new heights. Four Seasons had its largest-ever Walk to End Alzheimer’s team, with more than 40 residents, staff, and families participating.

The campus also continued its important role in Longest Day awareness and fundraising efforts, reinforcing its commitment to supporting individuals and families affected by dementia.

Strong relationships and exceptional service contributed to remarkable satisfaction results. Residents reported 100% overall satisfaction, and employee engagement jumped significantly—rising from the 32nd to the 50th percentile, with 100% staff participation for the second year in a row.

The campus also celebrated meaningful staff accomplishments, including academic achievements supported by BHI scholarships and leadership development milestones. The year concluded with Four Seasons’ first off-campus Employee Awards Dinner, where Housekeeping Coordinator Rhonda Burton was honored with the inaugural United in Mission Pillar Award, recognizing her extraordinary service and embodiment of the BHI mission.

The year ended on a high note as partners from throughout Columbus traveled to Four Seasons for their professional breakfast to celebrate the holidays.



ATHENS CROSSING

by *Four Seasons* A BHI COMMUNITY

Athens Crossing continued to build remarkable momentum throughout the year, strengthening its reputation as a vibrant, welcoming, and forward-thinking senior living community. The campus celebrated meaningful milestones across resident engagement, wellness, development, and community partnerships—making this a standout year of progress and pride.

A highlight of the year was the Gallery of Gifts Arts & Crafts Show, where residents, families, and local artisans came together for a joyful celebration of creativity. The event featured stunning paintings, hand-crafted décor, seasonal gifts, and one-of-a-kind works that showcased the incredible artistry within and around the community.

Athens Crossing also saw exciting progress in campus development and expansion. The next phase advanced with nine new homes under construction, with early access provided to incoming residents eager to join the community. This growth reflects strong demand, thoughtful planning, and the continued evolution of Athens Crossing as a premier destination for modern senior living.

The campus made meaningful strides in resident life and programming as well. Athens Crossing welcomed new leadership in Life Enrichment, bringing fresh vision and expanded opportunities for resident engagement. Wellness and fitness programming grew significantly, including enhanced exercise classes, new partnerships, and greater integration of whole-person well-being throughout the community.

Athens Crossing also strengthened its presence in the broader community, participating in local events, supporting area nonprofits, and deepening relationships with Athens' vibrant arts and cultural organizations. These partnerships continue to elevate awareness, connection, and pride across the region.

As the year comes to a close, Athens Crossing celebrates a period defined by creativity, growth, and meaningful human connection. With strong momentum behind it—and a beautiful new neighborhood on the way—the community looks ahead to 2026 with excitement, purpose, and unwavering dedication to helping residents live well and thrive.





Wesley Manor charted a year marked by meaningful growth, strengthened partnerships, and deeper community connection—while also honoring important milestones in its own story. A defining moment came on September 5, when Executive Director Brent Waymire retired after more than forty years of dedicated service to the senior living field. Early in the year, the community also reflected on the passing of Indiana's oldest resident, Mary Isbell Ransopher, who lived at Wesley Manor until her passing in February at 112 years old. These transitions underscored both the legacy and the humanity at the heart of the Wesley Manor experience.

Programmatically, the campus expanded its role as a hub for intergenerational learning and workforce development. Students from Ivy Tech's LPN and QMA programs, St. Elizabeth School of Nursing, and several local high schools participated in hands-on clinical rotations—nearly fifty students each semester—building relationships with residents and shaping the next generation of caregivers. Wesley Manor also deepened its investment in its own team, supporting eight employees with tuition assistance and nine through the nursing school incentive program, helping staff advance their careers and professional goals. Clinical excellence advanced as well, with Wesley Manor achieving a CMS 4-Star Rating for the first time in years, a milestone reflecting quality improvement and strong leadership.

The campus continued to serve as an anchor in the Frankfort community through service and celebration. During the Tour of Trees, residents and staff collected more than 175 pounds of pet food and over 500 canned goods for the Salvation Army, reflecting Wesley Manor's spirit of generosity. Major events drew families from across Clinton County, including the return of the Clinton County Senior Olympics, a campus-sponsored benefit concert featuring country artist Jay Allen to support Alzheimer's awareness, and the community's active sponsorship of the Hot Dog Festival, where Wesley Manor provided shuttle service downtown. October's Trunk-or-Treat event welcomed more than 1,200 children and families, transforming the campus into a festive gathering place and strengthening intergenerational connection.

Looking ahead, Wesley Manor began a major renovation of the Village homes in September, with work continuing through 2026 to bring units up to BHI standards and enhance the residential experience. With momentum, purpose, and strong community ties guiding each step, Wesley Manor continued to grow forward—expanding opportunities, honoring legacy, and creating a community where residents, staff, and partners all feel at home on the journey.



Westminster Village North

A BHI Senior Living Community

Westminster Village North achieved a transformative year defined by meaningful operational progress, exceptional clinical outcomes, rising employee engagement, and a strengthened reputation throughout the community. The campus continued to honor its history and the people who shaped it, completing its new Veterans' Memorial Wall recognizing 42 resident veterans, which was formally dedicated on November 10, 2025. WVN also profoundly celebrated longevity with the completion of its Centenarian Wall, honoring 10 remarkable individuals who have reached this extraordinary milestone.

WVN made significant strides in workforce stability and culture, reducing year-to-date turnover from nearly 60% to 38% by September. Employee engagement also rose dramatically: survey participation increased from 51 to 74%, and the engagement mean grew from 3.34 to 3.81. These gains elevated WVN from the 8th to the 28th percentile in the Gallup database—evidence of strong leadership, accountability, and follow-through.

Clinical outcomes surpassed national benchmarks, with residents in therapy achieving functional improvements 25% higher than the national average. Sixty-five percent of residents returned home following their stay, compared with a 50% national average. Resident satisfaction remained strong, with 96% overall satisfaction in Independent Living and 86% in Assisted Living.

Campus development included the renovation of 22 Tamarack apartments and the full refresh of the Sycamore Dining Room, featuring new flooring, artwork, and paint.

The campus also debuted its new BISTRO/Starbucks café, creating a vibrant gathering space for residents and staff.

Westminster deepened its community presence through advocacy, education, and special initiatives. Resident Pat Wolfla continued her service on the LeadingAge Indiana Board. Eight resident veterans were honored during the Indy Virtual Honor Flight ceremony. Seventeen residents visited the Indiana House of Representatives, strengthening civic engagement and visibility. Support groups for individuals with Parkinson's disease and tailored wellness programs—including Rock Steady and Climb—continued to grow, with up to 20 residents participating each week.

Recognition remained strong, with multiple staff members earning LeadingAge awards and the campus finishing as a top finalist in the Community Choice Awards. With stable leadership, strong community partnerships, and high-quality resident experiences, WVN is well-positioned for continued success.



Prairie Landing

By The TOWNEHOUSE

A BHI Senior Living Community

Prairie Landing continued its steady forward momentum, strengthening its identity as a modern, resident-centered Life Plan Community. With campus enhancements underway, increased resident engagement, and meaningful progress on long-term development plans, Prairie Landing advanced confidently along its path toward future growth and long-term sustainability.

A major milestone was the continued progress on Phase 2 of the Prairie Landing expansion, which remains on schedule for completion in 2025. This next phase represents a significant step in meeting the region's growing demand for secure, upscale senior living options. The expansion will increase the number of independent living residences using our established home designs, giving more older adults the opportunity to join the community they've been waiting for.

Resident life also continued to grow in depth and vibrancy. Through the Living on Purpose initiative, Prairie Landing expanded its calendar of programs, workshops, and wellness activities—giving residents more opportunities for enrichment, connection, and personal growth. Participation increased throughout the year, a reflection of both the quality of offerings and the community's commitment to whole-person wellness.

The campus also completed an important update to its resident bylaws and Resident Council structure. This collaborative process created a more resident-centered governance model that strengthens communication, increases transparency, and expands resident involvement in committees, programming decisions, and campus priorities. Shifting from staff-driven reports to resident-partnered committees reinforced Prairie Landing's culture of empowerment and shared leadership.

Resident safety and comfort were enhanced through the installation of new campus gates, improving traffic flow and strengthening the sense of privacy and security that residents value. These updates contribute to a welcoming environment that supports independence while offering peace of mind. With development milestones on the horizon, growing resident engagement, and a strengthened governance structure, Prairie Landing moves into its next chapter with clarity, confidence, and a continued commitment to creating a community where residents can live well at every stage of their journey.





mapleknoll VILLAGE

A BHI Senior Living Community



In 2025, Maple Knoll Village continued to solidify its reputation as a leader in senior living—driven by program expansion, care excellence, recognition for outstanding performance, and a strong commitment to staff development and resident experience. Through strategic growth and operational focus, Maple Knoll remains a benchmark within the region.

A key highlight of the year was the expansion of the Breese Memory Care neighborhood, which grew from seven to twenty-one accommodations. This substantial growth underscores Maple Knoll's dedication to meeting the rising demand for expert memory support while offering residents and families a trusted and compassionate option. Moreover, the Bodmann Health Care Pavilion maintained its standing with a 5-Star Quality Rating from the Centers for Medicare & Medicaid Services (CMS)—an achievement that reflects consistent clinical excellence and quality of care.

On the recognition front, Maple Knoll earned a plethora of prestigious honors as it was awarded the Greater Cincinnati Nonprofit of the Year in the Independent Living category; secured the #1 ranking in Cincinnati's Best Community Choice Awards for Assisted Living (for the third consecutive year); and was named #1 Retirement/55+ Community in the 2025 awards. Additionally, Maple Knoll achieved national recognition as part of Newsweek's 2025 list of America's Best CCRCs, signaling that the campus's commitment to excellence is acknowledged at the highest level.

The campus experienced significant development and revitalization throughout the year. Following its late 2024 opening, the new Maple Manor community building flourished in 2025, becoming a vibrant hub where Life Enrichment programming has grown and thrived. The natural beauty of the campus continued to be a defining feature as the Maple Knoll Arboretum earned renewal of its ArbNet Level I accreditation, underscoring the community's commitment to environmental stewardship.



Programmatically, Maple Knoll Village delivered a year filled with memorable experiences and meaningful engagement. Residents were featured prominently on a Times Square billboard, a moment of pride that captured the spirit and vitality of the community. The Ageless Explorers continued to elevate resident life with remarkable trips to the Southwest National Parks in March and Scotland in August, each strengthening friendships and expanding cultural horizons. The Life Enrichment department built on this momentum, hosting an interactive Fire Safety Expo with the Springdale Fire Department and organizing a heartfelt First Responders and Armed Forces Dance led by Chaplain Nancy Vilaboy-Allphin.

Education, wellness, and advocacy also played important roles throughout the year. Maple Knoll Village launched a new "Did You Know?" mental health series for residents, providing accessible tools and resources to support emotional well-being. On the employee front, Maple Knoll was just approved for a new nurse training program this year, underlining its focus on building internal talent, enhancing clinical readiness and supporting career progression for its workforce.

Maple Knoll's 2025 accomplishments reflect a campus that is both forward-looking and grounded in the values of service, partnership and excellence. With significant expansion completed, awards earned, and systems strengthened, Maple Knoll is well-positioned for growth and enhanced resident experience in the years ahead.



theknolls
OF OXFORD
A BHI Senior Living Community

Throughout the year, The Knolls of Oxford strengthened its position as an active, connected Life Plan Community, energized by its close relationship with Miami University and the town it calls home. The year brought meaningful partnerships, resident-driven initiatives, professional achievements, and moments of celebration that reflect the spirit and purpose of the people who live and work at The Knolls.

The Knolls continued its longstanding tradition of engagement with Miami University through programs that enrich both residents and the broader community. A highlight was TKO's sponsorship and participation in Miami University's Grandparents Day, an event that brings generations together and fosters intergenerational learning. The community is also proud of residents Lee and Rosemary Fisher, who will receive honorary doctorates from Miami University during the December commencement ceremony.

This year, The Knolls received an Award of Distinction from the Communicator Awards for the 2025 Resident Calendar, recognizing both creativity and a commitment to celebrating resident life. TKO also hosted a special art show and documentary screening featuring the work of David Russell, son of resident Joy Russell. A renowned field biologist, birder, and photographer, David shared his documentary and spoke with residents about his decades of ecological research, with proceeds from the photography sale supporting ongoing research initiatives.

Residents and staff embraced hands-on, purpose-driven activities throughout the year. Assisted Living residents planted and cared for a community garden, harvesting fresh vegetables during the summer months. Assisted Living residents also now enjoy all three daily meals in the Bistro, creating a more vibrant and engaging dining experience.

Independent Living residents organized TKO's first Community Yard Sale, dedicating proceeds to new pollinator gardens across campus.

Residents also continued their strong partnership with the TOPSS Food Pantry, donating more than 250 items in June alone and consistently supporting neighbors in need through ongoing contributions and volunteerism.

The Knolls of Oxford remains committed to investing in its people. In 2025, Rayven Combs earned her Master of Social Work degree and LSW credential through support from the BHI Employee Engagement Fund's Tuition Reimbursement Program. Leadership excellence was also recognized when Executive Director Laura Lacy received the 2025 Emerging Leader Award from LeadingAge.

From academic partnerships and artistic showcases to sustainability projects and community service, 2025 highlighted the heart of The Knolls of Oxford, a place where residents continue to learn, grow, and contribute, and where the connection between community and campus continues to thrive.



The TOWNE HOUSE

A BHI Community

Towne House marked its 60th anniversary in 2025 with a year filled with achievement, growth, and heartfelt community connection. Honoring six decades of service, the campus continued to build on its legacy through outstanding clinical performance, campus enhancements, and meaningful engagement with residents, families, and the greater Fort Wayne community.

Towne House was proud to receive the Community Impact Award from LeadingAge, celebrating its long-standing contributions to senior living and the region. Executive Director Hayley Compton was also recognized with the prestigious ACHCA New Nursing Home Administrator Award, underscoring the strength and skill of Towne House's leadership team.

Clinical excellence remained a defining strength throughout the year. The community achieved deficiency-free annual surveys across all levels of care, including a deficiency-free Life Safety Code survey. Resident experience continued to shine as well, with over 95% resident engagement and a significant rise in employee engagement scores, reflecting a renewed sense of teamwork, communication, and shared purpose.

Several major campus enhancement projects elevated both beauty and functionality across the community. Towne House unveiled the fully renovated Towne Hall, refreshed garden spaces, updated health center areas, a new transit van, upgraded Chapel sound system, and ongoing apartment updates—all supporting a more vibrant and comfortable living environment. The year also included the launch of the Centenarian Wall, honoring Towne House residents who have reached this extraordinary milestone, with a touching unveiling held in November.



Towne House continued strengthening community connections and intergenerational engagement. The weekly partnership with Holland Elementary School was successfully restarted, bringing students and residents together for shared learning and relationship-building. The campus also hosted the Conference on Ministry with the Aging in September and held a highly successful Holland Teachers' Fundraiser & Luncheon, raising more than \$12,000 for classrooms in 2025.

Operationally, Towne House made strategic improvements—including bringing salon services back in-house, allowing for greater quality control and personalized service for residents. Towne House's resilience was also evident in its swift and effective response to a fire in the High Rise Apartment Building complex, successfully navigating a potentially serious situation and ensuring uninterrupted safety and operations.

As Towne House concludes its milestone 60th year, the community stands proud of its progress and energized for the future. With exceptional leadership, a strong culture of engagement, and a continued commitment to excellence, Towne House remains a place where residents live purposefully, staff thrive, and families feel at home.



"THE FINAL STAMP OF THE YEAR MARKS THE BEGINNING OF WHAT'S NEXT!"

