



NOVARE^e®

2024 YEAR IN REVIEW



Dan Lavender
Novare Chair

LETTER FROM THE CHAIR

Like the senior living industry, Novare is perpetually changing and growing. Our consortium of 17 high-quality not-for-profit organizations continues to seek innovations and opportunities that will further our Members and the older adults they serve.

As of December 2024, Novare Members operate 26 communities in 17 states, and together are equivalent in size to the nation’s fifth-largest multisite, not-for-profit senior living provider, with 8,316 units, based on 2023 Ziegler 200.

Our Member collaborations, trainings, and other resources have built remarkable opportunities—opportunities that might otherwise have been out of reach for Members individually.

As we continue to build on this in our 12th year, Novare is leading senior living into the future and ensuring those who call our communities home thrive. It was an honor to be Novare’s second Chair and I am very excited about Novare’s future as Jason Cronk, CEO and President of Immanuel Living, becomes the third Chair.

Sincerely,

Dan Lavender
Novare Chair

NOVARE’S MISSION

To accelerate member potential through peer-inspiring, collaborative leadership in order to enhance the lives of older adults.

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NOVARE MEMBERS



NOVARE BY THE NUMBERS

17 Members

26 Communities

17 States

8,316 Units

2024 ACCOMPLISHMENTS



Novare “Ignite Your Courage” at LeadingAge Annual Meeting and Expo

As attendees stepped into the LeadingAge Annual Meeting, they were greeted by a towering wall of acoustic guitars, each one a canvas for the stories of courage that fuel our lives. This entrance was more than just a stunning visual—it served as a powerful invitation to reflect on the strength that drives us forward, even in the face of life’s greatest challenges. Fourteen members decorated guitars with residents, which were later donated to classrooms across Tennessee.

Operational Benchmarking

Novare’s operational benchmarking initiative persisted into 2024, offering Members the chance to compare their operational data with industry peers, aiding in strategic decision-making. An updated report allowed users to slice data, comparing results against communities within a set of margins, resident days, or other parameters. With access to a greater level of detail, Members are better equipped to make key operational decisions for their communities!

Leadership Education Series

Novare launched the Leadership Education Series on Building a Culture for the Future with more than 150 participants! The custom program focused on intergenerational leadership, defining culture, and bold leadership using both industry- and Novare-specific data to highlight trends. One participant noted that the series was “the most inspiring and helpful webinars I’ve ever attended!”

Novare Goes Social!

Novare launched a company page on LinkedIn to enhance our brand image and reputation in the senior living industry! Members have enjoyed utilizing the new platform to recognize their accomplishments, highlight Novare’s innovation and strength, and share original reports.

2024 ACCOMPLISHMENTS



Employee Survey

Fifteen Novare Members participated in the 2024 Novare Employee Engagement and Satisfaction Survey, allowing organizations to take the pulse on team member engagement! The Novare employee benchmark was refreshed with 2024 data, including responses from more than 3,800 employees, which indicated:

- 92% feel their organization provides good services to older adults.
- 92% are passionate about the work they do.
- 87% feel their organization is a good place to work.

A Satisfaction and Engagement Certification tied to the Employee Benchmark Survey was established in 2024 to recognize Member accomplishments. Members may receive multiple certificates, including Pre-Eminent Employer, Premier Employer, and Outstanding Employer.

TRAINING AND DEVELOPMENT



2024 Novare Leadership Development Program graduates

24 Leadership Graduates in 2024!

In October, 24 participants graduated from the eighth annual Leadership Development Program (LDP) at The Mather in Evanston, Illinois! The LDP was enhanced through a partnership with Cornell University, featuring executive-level programming taught by Ivy League thought leaders, complemented by dynamic in-person sessions.

Management Essentials Program

A Novare Management Essentials Program took place April through October 2024. New managers and managers who were new to their organizations had the opportunity to obtain knowledge, skills, and behaviors required for managing employees in an operational area/department. In 2024, more than 90 participants graduated!

Collective Chairs Appointed

Fifteen Members accepted a role as Novare Collective Chair, a one-year opportunity providing recognition as a Novare leader. Collective Chairs lead peer collaboration teams, supporting initiatives, prioritizing “hot” topics, and organizing leadership opportunities. Each is chosen based on CEO recommendation, degree of participation, and experience. In 2024, Collective Chairs hosted three in-person meetings and 55 videoconferences with 430 participants!

Novare Staff Development

In 2024, Novare welcomed two new volunteers to the team: Crystal Barnett, Chief of Staff at The Legacy Senior Communities as Novare’s Event Manager, and Catherine Walters, Administrative Coordinator at Moorings Park Grande Lake as Novare’s Membership Manager. These roles were established to support Novare’s ongoing growth and development. Thank you for your support, Crystal and Catherine! In 2025, we look forward to welcoming Jasmine Godia, Executive Services and DEIB Supervisor at ClarkLindsey as a Novare volunteer.

Additionally, CEOs appointed Emma Imes as Novare’s Associate Executive Director to drive strategic growth and operational sustainability for the consortium. Congratulations, Emma!

EVENTS IN 2024



CEO Forum in Milwaukee, Wisconsin

Two CEO Forums

The Spring CEO Forum was hosted by Waverly Heights in Gladwyne, Pennsylvania, and Fall Forum was hosted by Saint John's On The Lake in Milwaukee, Wisconsin. CEOs enjoyed the opportunity to discuss partnerships with technology incubators, explore creating technologies dashboards to enhance how we make operational decisions, and develop a mentorship program for next generation leaders.



CEO Forum in Gladwyne, Pennsylvania

EVENTS IN 2024

Three Peer Exchanges

- A Novare Administrative Professionals Exchange took place in March, hosted by Lambeth House in New Orleans, Louisiana. Thirteen participants from eleven organizations discussed executive leadership and strategic planning, artificial intelligence, and mastering a strategic rhythm of business.



2024 Administrative Professionals Exchange

- A Novare Diversity, Equity, and Inclusion Exchange took place in July, hosted by ClarkLindsey in Urbana, Illinois. Seven participants from six organizations discussed Mather Institute’s Diversity in Life Plan Communities report, metrics for DEI, and inclusion of “belonging” in Diversity, Equity, and Inclusion.



2024 Diversity, Equity, and Inclusion Exchange



2024 Operations Exchange

- A Novare Operations Exchange took place in April, hosted by Montereau in Tulsa, Oklahoma. Seventeen participants from fourteen organizations discussed operational benchmarking, active shooter training for residents and staff, and developing a strategic technology plan.

2024 MEMBER ACCOMPLISHMENTS

Bishop Gadsden



In 2024, Bishop Gadsden completed a strategic expansion initiative through the addition of Seafields at Kiawah Island. Located 18 miles west of Bishop Gadsden's main community, Seafields will include 88 independent residences and 16 assisted living suites with lake and marsh views. It will be walkable to Freshfields Village, home to boutique shops, restaurants, and exceptional medical care. Seafields will open fall 2025, an island extension of the Bishop Gadsden experience.

Other highlights:

- Welcomed 28 residents to The Meade, a new neighborhood of 15 well-appointed residences
- Upgraded clinical, human resources and finance operating systems
- Affirmed Fitch “BBB-“ rating
- Achieved LeadingAge South Carolina awards: Volunteer of the Year, Caregiver of the Year
- Raised more than \$2.4m philanthropic initiatives

Blakeford Senior Life



2024 was an exciting chapter in the history of Blakeford Senior Life. Our long-suffering residents and team members were finally able to celebrate the completion of our campus-wide expansion and renovation project with a grand opening and ribbon-cutting event.



Blakeford's partnership with Vanderbilt Medical Center was expanded to include a new on-campus outpatient clinic for Blakeford's residents. LiveWell by Blakeford, our life plan at home program, set a new program record for the number of new members in a single year.

Blakeford was honored with the following awards during 2024:

- WeCareConnect's Best Places to Work and Live
- *Nashville Scene* – Best Senior Living Community
- *Best of Music City* - Best Senior Living Community
- *Senior Housing News* – 2nd Place Best Renovation/Repositioning Project

Carolina Meadows



Carolina Meadows broke ground on a new skilled nursing facility, expected to open mid-2026. Master planning is underway for 60+ IL units, expected to open late-2028, followed by ongoing renovations for older homes.

We partnered with Cristo Rey Research Triangle High School's work study program, providing students with work experience while in school. Additionally, we partnered with Seaforth High School as a clinical practicum for their nursing assistant program.

Carolina Meadows received generous donations for sustainable enhancements, including the installation of 90 solar panels and an electric van for the transportation fleet. Additionally, we installed four vehicle charging stations for resident use.

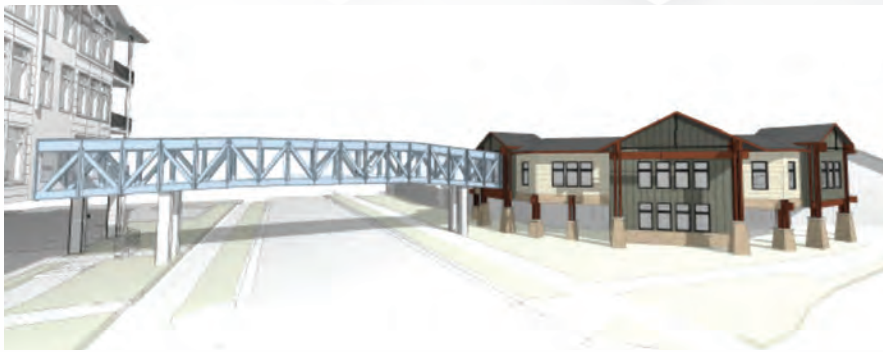
We engaged a consultant to evaluate and assist us in improving our corporate culture. We look forward to continued development and growth in 2025!

ClarkLindsey



ClarkLindsey continued to grow in 2024, opening MeadowLark Catered Living and adding 64 new assisted living and memory care apartments. With new residents settling in, our focus remained on providing exceptional care and fostering a strong sense of community. This year also brought exciting developments, including the purchase of an adult day center, Circle of Friends, expanding our services to support more older adults and families. We look forward to welcoming 64 Independent Living residents to our community in fall 2025, when we open the last phase of our campus project.

Immanuel Living



Immanuel Living has entered a new era of growth and innovation. This year, we completed a corporate reorganization, establishing Immanuel Living as the parent company, and renaming the Kalispell campus as Immanuel Living at Buffalo Hill. Our Lofts project, opening in 2027, will feature 39 independent living apartments connected by a skybridge. Our At Home program continues expanding with another round of grant funding from the Lutheran Services in America. Additionally, Growing Roots Early Learning Center now operates in two locations, serving over 100 children, strengthening our commitment to intergenerational engagement, recruitment, and retention. These initiatives embody our commitment to boundless innovation in senior living, positioning us for a future of continued expansion and opportunity.

Kāhala Nui



In October, Kāhala Nui signed a Purchase and Sale Agreement (PSA) to purchase the land on which the community resides. We are partnering with HJ Sims and Goldman Sachs for placement of roughly \$140M of tax-exempt bonds to secure the land, refinance existing debt, and reimburse ourselves for capital improvements. Kāhala Nui is 21 years into a 60-year ground lease with the Roman Catholic Church and has been negotiating this purchase since 2021. Opportunities to buy land (fee simple) in Hawai'i are rare and when one presents itself, you act. This is a momentous occasion in Kāhala Nui's history as it will now control its future. The financing is expected to close in January 2025.



Lambeth House



In 2024, Lambeth House adjusted to surging competition by strategically rightsizing assisted living capacity, reducing it from 61 to 45 residences, while completing construction on 11 newly designed apartments that opened in August. Construction

is now currently underway to expand independent living from 118 to 133 apartments (Completion: August 2025).



Lambeth House leadership presented at the LeadingAge National Annual Meeting. CEO Scott Crabtree, COO Jeré Hales, and Administrator Cayla Scott Kennedy led an educational session on the impact of five generations currently in the workforce.

Lambeth House was also invited to participate in the Greater New Orleans Healthcare Industry Sector Partnership. This initiative brings together healthcare organizations to strengthen workforce pipelines and collaborate on key industry challenges, fostering regional economic stability and competitiveness.

Finally, Lambeth House participated in the Novare Employee Survey, which inspired a new Customer Service Initiative featuring specialized training for all employees.

The Legacy Senior Communities



In 2024, The Legacy Senior Communities experienced meaningful growth and engagement. While Independent Living faced attrition, our licensed areas remained mostly at full capacity. The Legacy at Home census continued to outpace prior years, reflecting exceptional care. We are very proud of both communities for achieving deficiency-free life safety state surveys, demonstrating our commitment to excellence.

We prioritized innovation, leadership development, and operational excellence. EOS leadership training empowered directors and managers, while partnerships like Thomas Cuisine enhanced dining. Cutting-edge technologies, including the TrueLoo smart toilet—one of *Time Magazine's* Best Inventions of 2024—advanced senior care in our Assisted Living at Midtown Park. These achievements position The Legacy for continued excellence in serving seniors and families.

Lenbrook

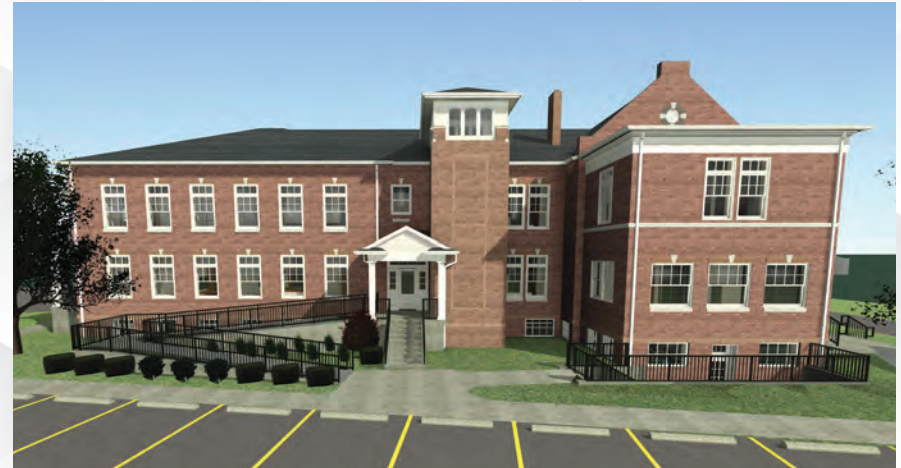


Lenbrook was founded on a simple idea by local developer Jack Clark, a son who wanted to create a place “good enough for his mom.”

Over this 40-year journey, the community of Lenbrook has impacted the lives of families for the better; and today, we regularly welcome legacy children of previous residents. Lenbrook Residents are active and engaged within our community and while creating impact in the greater Atlanta area. Residents are interesting and diverse, coming from more than 28 countries. Associates are passionate and purpose-driven, and they take pride in their commitment and impact on the lives of residents, team members, and families.

Our founding principles remain the solid foundation that drives our strategic plan for the future.

Masonic Homes Kentucky



Masonic Homes Kentucky is repositioning a historic building to become Clay, a boutique independent living community with six units. The community plans to open in late 2025, contributing to record sales in 2024.

With growth, comes change. Masonic Homes Kentucky divested its 123-year-old campus in Shelbyville, Kentucky, to better position the organization for future growth opportunities.

In 2024, the Board of Directors restructured the organization to support future growth and limit risks to the organization, property, and charity endowment. This restructuring has positioned Masonic Homes Kentucky for longevity.

The organization has implemented new training and retention programs to reduce employee turnover by 10% and has reduced agency use by 64%.

Mather



2024 was a Nextraordinary™ year for Mather, serving more than 210,000 people directly and indirectly through senior living, community-based services, and Mather Institute.

Focused on wellness, innovation, and growth, Mather's accomplishments include:



- The Mather in Tysons, Virginia—a forward-thinking Life Plan Community—opened, surpassed sales and occupancy goals, and paid off its construction loan ahead of schedule!
- Mather senior living communities exceeded occupancy goals *and* industry averages.
- Community-based services launched innovative programs in person and virtually to serve Chicagoland older adults. This included mailing Do-It-Together Arts Kits to 10,000+ older adults, building an online creative community.
- Mather Institute released the first report of its five-year study of Generation X, plus reports on trends in living, working, and aging well.

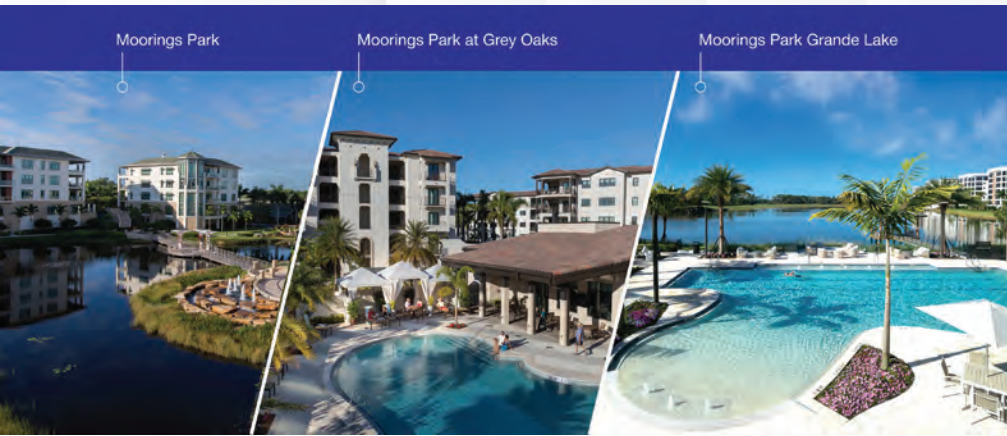
Montereau



- Montereau integrated several new systems, including a dashboard for greater efficiencies and effectiveness.
- Expansions opened, including a new piano bar, upgraded common areas and pool, and renovated health center.
- Montereau U, an onboarding and development program for all team members, continued development in 2024.
- An intergenerational student immersion program with Tulsa University made national news, including the *Drew Barrymore Show*.
- Montereau hosted its first-ever golf outing at Southern Hills Country Club, raising over \$228,000 for the benevolence fund.
- Montereau led an initiative to make Tulsa a “Retirement Destination City” with the mayor announcing the designation during a press event on-site.

We continue to focus on our Kaizen approach to continuous improvement with greater focus on Process, Product & People.

Moorings Park



- All three Moorings Park communities were honored with “Best in Wellness” awards for the ICAA NuStep Beacon Award
- Maintained A+/A Ratings, CMS 5-star
- Grande Lake Growth:
 - EOY 2024 - 178 operational units, 13 under construction scheduled to open in Q1 2025. 26 sold in an additional 41 unit building with construction beginning in 2025
 - Assisted Living Building under construction includes technologies that feed to an AI database on the back end; anticipated opening in Q4 of 2025.
- 1,216 residents across the three communities
- Home Health grew over 20% to \$12.6 million in revenue
- Moorings Park listed as #4 in *Newsweek* for America’s Best Continuing Care Retirement Communities

The Osborn



The Osborn experienced another year of record move-ins in 2024, with resident and staff engagement contributing to the success. The Osborn’s WellSpring Initiatives for engagement, enrichment, and lifelong learning expanded in our updated auditorium and newly created resident social lounge to the great delight of Residents and the local community.

We were honored to receive the following recognitions:

- The Osborn listed in *Newsweek* - America’s Best Continuing Care Retirement Communities 2025
- Osborn Pavilion named one of the Nations “Best Nursing Homes”, achieving a “High Performance” rating in both Long-term Care and Short-Term Rehabilitation categories, 2025 *U.S. News & World Report*
- Named “Best of Westchester for Senior Residences”
- Affirmed “A” rating with Fitch

Saint John's On The Lake



In 2024 we completed a three-year Strategic Plan with four aspirational goals. Saint John's will be recognized as: An Authority of Aging Well, A Leader of Choice, An Innovator in Shaping our Future, and An Advocate in our Communities.



We entered a relationship with the Medical College of Wisconsin for medical direction provided by a geriatrician and added the services of a female physician in our Wellness Center.

Our casual dining venue was updated and renamed Prospect Grill. A civility policy was created acknowledging the challenges societal factors impose upon our Community and reinforcing our commitment as an open and welcoming place to live and work.

Longtime CEO Renée Anderson announced her plan to retire in 2025.

Vicar's Landing

Vicar's Landing completed the second phase of our expansion project and have begun construction on our final phase, which includes assisted living and memory care. We constructed a secondary vehicular access so our residents can avoid the traffic on Highway A1A. Our project received an award for excellence in construction from the Associated Builders & Contractors. We continue to tweak a master plan to reimagine our 35-year-old Sawgrass campus.



Other highlights include:

- The Vicar's Landing Foundation Charity Classic helped support senior-focused organizations in our area.
- Health Services was awarded the Governor's Gold Seal Award for Excellence in Long-Term Care.
- Our residents submitted a painted guitar with the theme "Courage Ignited" to the LeadingAge conference.

Waverly Heights



In 2024, we accomplished key initiatives that strengthened our organization and enhanced community impact.

- We fully implemented corporate restructuring, improving efficiency and engagement.
- Our newly renovated health care center achieved strong occupancy and an optimized payor mix.
- We successfully rebranded Waverly companies with new logos and websites.
- Growth in our Care Management and Home Care services led to the consolidation of home and community-based services.
- We developed final concepts for an on-campus independent living expansion and hired an architectural firm.
- We embraced new technologies for greater efficiency and productivity while launching wellness initiatives that support mind, body, and spirit.
- Finally, we were re-accredited by CARF and had our Fitch A- rating reaffirmed.

These achievements position us for continued success and innovation.

2024 NOVARE GOVERNANCE COMMITTEE



Dan Lavender
Chair
President/CEO
Moorings Park



Jason Cronk
Vice Chair
President/CEO
Immanuel Living



Deb Reardanz
Treasurer
President/CEO
ClarkLindsey



Matthew Anderson
Secretary
President and CEO
The Osborn



Mary Leary
At-Large
President and CEO,
Mather



Sarah Tipton
At-Large
President/CEO
Bishop Gadsden

NOVARE MEMBER DIRECTORY

Bishop Gadsden

1 Bishop Gadsden Way
Charleston, SC 29412
bishopgadsden.org

Seafields at Kiawah Island

by Bishop Gadsden

(opening late 2025)
200 Farm Lake View
Kiawah Island, SC 29455
seafields.com

Blakeford at Green Hills

11 Burton Hills Blvd.
Nashville, TN 37215
blakeford.com/greenhills

Carolina Meadows, Inc.

100 Carolina Meadows
Chapel Hill, NC 27517
carolinameadows.org

ClarkLindsey

101 West Windsor Road
Urbana, IL 61802
clarklindsey.com

Immanuel Living at

Buffalo Hill

185 Crestline Ave.
Kalispell, MT 59901
ilcorp.org

Kāhala Nui

4389 Malia St.
Honolulu, HI 96821
kahalanui.com

Lambeth House

150 Broadway
New Orleans, LA 70118
lambethhouse.com

The Legacy Midtown Park

8240 Manderville Lane
Dallas, TX 75231
thelegacyseniorcommunities.org/legacymidtownpark

The Legacy Willow Bend

6101 Ohio Drive
Plano, TX 75024
thelegacyseniorcommunities.org/legacywillowbend

Lenbrook

3747 Peachtree Road, NE
Atlanta, GA 30319
lenbrook-atlanta.org

Masonic Homes Kentucky

330 Masonic Home Drive
Masonic Home, KY 40041
masonichomesky.com/locations/louisville

Masonic Homes Kentucky, Spring Hill Village

700 Taylorspring Court
Taylor Mill, KY 41015
masonichomesky.com/locations/northern-kentucky

The Mather (Evanston, IL)

425 Davis Street
Evanston, IL 60201
thematherevanston.com

Splendido

13500 N. Rancho Vistoso Blvd.
Tucson, AZ 85755
splendidotucson.com

The Mather (Tysons, VA)

7929 Westpark Drive
Tysons, VA 22102
themathertysons.com

Mather Place

2801 Old Glenview Road
Wilmette, IL 60091
matherplacewilmette.com

Montereau

6800 South Granite Avenue
Tulsa, OK 74136
montereau.net

Moorings Park

120 Moorings Park Dr.
Naples, FL 34105
mooringspark.org/
moorings-park

Moorings Park Grande Lake

7410 Little Lane
Naples, FL 34105
mooringspark.org/
moorings-park-grande-lake

Moorings Park at Grey Oaks

2591 Rue du Jardin
Naples, FL 34105
mooringspark.org/
moorings-park-at-grey-oaks

The Osborn

101 Theall Road
Rye, NY 10580
theosborn.org

Saint John's On The Lake

1840 North Prospect Avenue
Milwaukee, WI 53202
saintjohnsmilw.org

Vicar's Landing at Sawgrass

1000 Vicar's Landing Way
Ponte Vedra Beach, FL 32082
vicarslanding.com/#home_intro

Vicar's Landing at Oak Bridge

251 English Oak Drive,
Ponte Vedra Beach, FL 32082
vicarslanding.com/oakbridge

Waverly Heights

1400 Waverly Road
Gladwyne, PA 19035
waverlyheightsltd.org

NOVARE[®]

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[linkedin.com/company/novare-consortium-llc/](https://www.linkedin.com/company/novare-consortium-llc/) or email us at info@Novare.org