

An Investment in the Future

A Message from Doug Leidig



As I approach five years as President & CEO of Asbury, I am gratified by the successes we have realized through our implementation of Asbury's three Strategic Initiatives: Financial Strength and Becoming the Provider of Choice and Employer of

Choice in each of our markets.

I am humbled by the associates who work hard every day to make that happen. Always, I am thankful for you, the residents of Asbury's communities, who are the reason our associates are inspired to find new and better ways to help us redefine the expectations of aging.

As we continue to invest in the future, through bricks and mortar, innovative services and technology, and building a best-in-class workforce, I am mindful of our commitment to you.

This piece is one example of our commitment to being good stewards of the resources you entrust to us. It replaces the Asbury Annual Report, and provides a more timely look at the year's accomplishments to date.

Thank you for choosing Asbury and for the opportunity to serve you.

Doug Leidig

President & CEO
Asbury Communities



Discovering Asbury

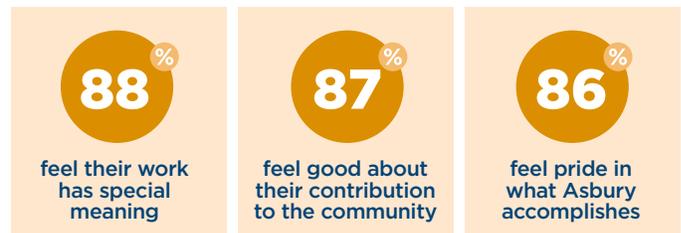
Retaining inspired, engaged associates begins on day one of their employment. In 2018, Asbury recognized an opportunity to systemize associate onboarding to clearly convey our Mission and Vision, organizational focus on accountability, and foundational principle of person-centered service.

The result is Discover Asbury, which was rolled out at all Asbury locations in 2019. Associates attend this experiential, full-day session on day one, with residents joining them for lunch. Feedback routinely includes such comments as "I've never been through an orientation like this before," and "I know I made the right decision."

In the pilot community, turnover in the first 90 days dropped by 30 percent after one year. Now, we're building out a longer-term onboarding process to make sure that when associates head to the floor, what they just experienced doesn't fall flat. Stay interviews with supervisors on a 30-, 60-, and 90-day timeline will provide check-ins to ensure associates are getting the feedback and information they need to be successful for the long-term.

Building Accountability and Trust

For the **second consecutive year, associates have led Asbury to Great Place to Work certification**. How did they do this? First, associates far exceeded the survey response requirement. Then, their answers related to workplace culture and the strength of relationships between management and staff were tabulated. Here are a few highlights:



Attracting and retaining an engaged, accountable workforce is key to becoming a Provider of Choice and Employer of Choice. Continuing to grow the level of trust and shared purpose among our associates fosters a workplace where excellence will thrive.

Our Commitment to Associates

Asbury recognizes that the work that our associates do for the benefit of those who live in our communities is important, and in many cases, sacred. That is why we approached this budget year with a continued commitment to sustaining a living wage for all associates that ensures that we can provide continuity of staff despite turnover trends that exceed anything this profession has seen in decades. Given the increased complexity of the care we are providing to those who need us the most in our health care neighborhoods, and the scarcity of highly qualified talent to provide the level of the care that Asbury provides, we are also investing additional funds in providing competitive compensation to those who provide direct care to the most vulnerable among us.

This summer, Asbury began implementing Just Culture for managers across the organization, a system of accountability that provides a framework to help managers evaluate why errors occur, build shared accountability for learning from events, and treat people fairly.

Quality Health Services

In April, Asbury welcomed Director of Clinical Education, Martha Gurzick, MSN, RN to its Clinical Excellence team, which is working to ensure best practices and high quality health care across the Asbury system. Martha has served as a clinical nursing specialist at numerous DC-metro area hospitals and played key roles in staff onboarding and integrating clinical inquiry in the improvement of practices.

Earlier this year, the team began holding a system-wide Shared Practices Council. This monthly meeting of Asbury's Directors of Nursing raises up clinical best practices, key policies and procedures, and creates learning opportunities that will benefit all residents.

WORKING WITH PURPOSE

ASBURY *Doing all the GOOD we can*

Working With Purpose

In August, Asbury launched Working with Purpose, an associate recognition campaign celebrating the great work they do for residents and each other. Visit Asbury.org/WorkingWithPurpose to see more than 50 videos, including one featuring Asbury Methodist Village's **Ann Giaquinto** who says:

The satisfaction you get from seeing a resident engaged in their community truly gives you a special feeling.

Asbury's Historic Reserves 2014-2018



Technology for Aging Better: Enhanced Mobility Pilot

Falls are the most common injury among older adults and can have catastrophic effects – not just physically, but emotionally, too. Fear of falls can cause people to move less and stay in more, setting up a cycle where mobility and strength continue to decline.

At Bethany Village, a pilot is underway using 3D sensors and other software to assess residents' gait, balance, and leg function. Based on the results of the 10-minute assessment, program administrators create a mobility enhancement plan for each participant. So far, close to 150 residents have volunteered. High-risk participants are referred to physical therapy. Low- and moderate-risk are encouraged to join appropriate Wellness Center classes or receive a customized plan.

Continuing to identify and test new technologies that can enhance quality of life as we age is one way Asbury is striving to be the provider of choice in each market we serve.

Honoring Our Mission Through Social Accountability

- Training Senior Service Professionals
- Wellness & Senior Services*
- Benevolent Care

