

Community Connection



In this issue:

**Intergenerational
Campaign
Feasibility
Study**

**Thankful
Residents**

**Foundation
Fund
Spotlight**

On the Cover

Westminster's Main Courtyard is the perfect backdrop for the last snowfall of 2020.

Community Connection

Advisory Committee

Melissa Boies
Erin Johnson
Marcia Keech
Jeannie Shiley
Niki Wilson

Designed by

Lynn Oliver,
Graphic Designer

Printer

ASAPfast!

Proofreaders

Gina Hammond
Sue McKenzie
Jeannie Shiley



Welcome 2021!

Jeannie Shiley, President and CEO

I am so happy to see you! I know many share this sentiment. For the majority of us, we are coming off the most challenging year of our personal and professional lives. We have much to look forward to so let us take a few moments to celebrate the hope of a new year.

SVWC was very fortunate to be able to offer a COVID vaccination clinic to the entire campus early in January. Pharmacists from Walgreens made multiple trips to administer the Pfizer vaccine to our residents and staff. This critical step will pave the way for a return to “normalcy” at some point in the future.

One of our major initiatives for the first part of the year is marketing our new Villa project. After months of hard work and design, SVWC was able to launch our new website in December. Feedback has been very favorable and I do encourage everyone to visit the site and share your thoughts. Our website remains our number one marketing tool so it needs to be user friendly and full of valuable information. A section has been specifically dedicated to the Villa project.

SVWC will also be working with Capital Development Services during the first three months of the year to conduct a feasibility study for the potential construction of a new state-of-the-art Intergenerational Center near our Villa area. With the ever growing need of childcare for SVWC employees, now is the time to partner and form relationships for expansion of these types of services. This will also provide a vital recruitment tool in a very highly competitive market for nursing and service staff. Please stay tuned for more information on this exciting endeavor.

During the year, SVWC will also be preparing for our five-year re-accreditation visit from CARF in the fall. CARF stands for the Commission on Accreditation of Rehabilitation Facilities. The mission of CARF is to promote the quality, value, and optimal

*Jeannie Shiley,
President
& CEO*



outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served. SVWC achieved our first accreditation in 1996.

SVWC also allocated dollars in the 2021 budget for the development of a new strategic plan. The primary purpose of strategic planning is to connect the organization's mission and vision by addressing these three questions:

- What is our purpose? (Mission)
- What do we want to achieve? (Vision)
- How are we going to get there? (Plan)

Perhaps the most obvious reason to engage in corporate strategic planning is that it provides direction and focus by way of a written document. Having a clearly articulated mission and vision enables the community to develop a strategic plan that is a literal roadmap for success. Residents, staff, Board members and other key stakeholders will be involved in this process.

I would be remiss if I did not take one more opportunity to thank everyone associated with our community for their extraordinary efforts over the past year. The love, compassion and creativity that flowed through these halls was amazing and will never be forgotten.

Now onwards and upwards... SVWC has much to be excited about in 2021. Our plates are full and our team is ready for the challenge. Blessings to everyone for a healthy and prosperous new year.

A handwritten signature in cursive script that reads "Jeannie".



Grateful for Yesterday, Thankful for Today, Hopeful for Tomorrow

Niki Wilson, Foundation Director

It is with much appreciation that I express my sincere gratitude for the support that has been shown by all over the holiday season and into the New Year. Throughout the continued COVID restrictions, constant COVID testing, schedule changes, and quarantines, the generosity of residents and staff outshines it all!!

Creativity has been key, but boy has everyone risen to the challenge. A “Telethon” themed talent show broke records by raising over \$8,000 for the Employee Emergency Fund. Residents and Staff supported each other in SVWC’s first ever Walkathon, which also helped us all get in a healthy/active mindset heading into the holidays. Residents are making a difference with their dining dollars; purchasing 89 cases of food for

Bright Futures and 105 cases of food for Shenandoah Area Agency on Aging. Many employees gave selflessly during this year’s Employee Giving Campaign, raising over \$12,500. Both, the Foundation and Corporate Boards achieved 100% giving amongst their members.

This is just a snippet of the amazing work going on at SVWC. Hope comes in many forms, and judging by the actions over the past few months, you all show a promise of hope renewed for 2021. We are truly a family at SVWC, and it is evident in how we take care of one another and the community we serve.

Moving Forward: Intergenerational Campaign Feasibility Study

By Niki Wilson, Foundation Director

The Foundation is happy to report that after sending out request for proposals to three consultant firms, conducting interviews and making reference calls, we have selected Capital Development Services (CapDev) to conduct a feasibility study/assessment for the potential Intergenerational Center. They have been trusted advisors in philanthropy for over 36 years, and have worked with hundreds of organizations and institutions including retirement communities, religious organizations, adult care, and child development services, to name a few. We have great confidence in their experience and depth of knowledge to assist SVWC with our study.



The feasibility study will take approximately three months and consist of a campaign readiness assessment, a 30-person one-on-one interview process, analysis, and recommendations. The findings are intended to facilitate designing an effective campaign by providing invaluable information in the areas of campaign goal setting, campaign schedule, case acceptance, program development, long range and strategic planning, marketing, public relations, and annual fund program enhancement.

SVWC is committed to taking the necessary steps for a successful project and campaign. Feasibility study findings will be presented to a joint Corporate and Foundation Board of Trustees meeting to determine next steps in moving forward. We are hopeful for a positive outcome so that we can provide our community with intergenerational programming, while meeting the needs of so many with adult care, child development services, expanded access to an on-site clinician, and meeting space for local non-profit organizations.

The Intergenerational Center is planned to be located on a portion of the 22 acres purchased for the Villa expansion. It will house an adult care provider and a child care provider, each of whom will lease the space, a satellite SVWC clinic, SVWC office space, and a community meeting space. The Center is reliant on 100% philanthropic support to build the building. ■



Our Resident Directed Culture Evolves

By Robert Sherwood, Resident

From our founding in the mid-1980s, our community has experienced a resident directed culture. We were not founded by a large corporation. Our founders were local people. They were socially connected, mostly members of two local churches.

They raised the funds, got the land, designed the facilities, marketed the community, wrote the policies, welcomed the new “move-ins”, and ran the place. Many were the first residents. They were also the Board of Trustees.

They consciously created an innovative retirement community, one offering continuing care. The prototype was Goodwin House, opened in 1967. Presbyterian and Episcopalian regional bodies partnered to refine that concept. Eventually, six such cutting edge retirement communities were founded. Although health care was provided, the main focus was larger.

The full resident experience mattered: The purpose of the community was **“ . . . to enable the residents to use their gifts fully, live their lives richly, and to make the very best of the years God has given them.”**

In 1987, the year we opened, Congress passed the Nursing Home Reform Act. Reform was sorely needed. The Act passed largely because of a dedicated band of health care professionals, centered in Rochester, New York. They were driven by a passionate desire to change the culture of nursing homes so they would become “person-centered”. Their vision was close to that of our founders.

By 1997, ten years later, two things had occurred. The Rochester advocates formed a national organization to press for culture change in retirement communities. They called it Pioneer Network. Their annual conventions showcased cutting-edge advances to improve life in retirement communities.

In Winchester, our young community struggled financially, then went through voluntary bankruptcy. After reorganization, residents were no longer serving as Trustees. As non-resident trustees took over, our

focus drifted away from a resident-directed culture. The hired management became the primary source of trustee knowledge about the overall retirement experience.

About ten years later, several senior SVWC staff members attended a Pioneer Network conference. This began a relationship between SVWC and Pioneer Network. Every year since then, SVWC has sent people to the annual conference: the Board chair, another trustee, our CEO, five employees and three residents.

Beyond this, SVWC has given presentations each year since 2011, far more than any other retirement community. Bob Sherwood, a resident, served on Pioneer Network’s national board for six years and still serves on a board committee.

Last year, the Pioneer Network annual conference went virtual. SVWC was chosen to present: “The Resident Experience: Before and During Covid-19, as told by Residents”. It was based on our resident-led campus-wide series of small group conversations about our experience.

Eight residents, who were conducting these conversations, produced a 45-minute video shown at the conference. It received high marks by attendees. The video was shown at SVWC on September 17, 2020 as a Resident Association program.

The resident experience conversations were halted by the pandemic but will continue when possible.

Presently, residents serve on the SVWC Corporate Board, Foundation Board, and on committees. A Residents’ Association promotes the interests and general welfare of the residents of SVWC and facilitates communication among residents, the Administration and the Board of Trustees.

From 1980 to 2020, the role of residents in shaping our community culture continues to evolve.

If you are interested in seeing the Pioneer Network presentation: “The Resident Experience: Before and During COVID-19”, as told by residents, contact the SVWC Foundation Office at 540-542-0657. ■

Thankful Residents Say:

“The staff has dedicated their lives to keep the residents of SVWC as happy as possible, providing exercises, learning opportunities, prayerful times, music and entertainment.”

“I think the staff at SVWC have done an A+ job over the last year.”

“Our great employees have continued to work to keep things running as usual.”

“COVID-19 has forced us to think in creative ways while masking, distancing, and our food service has provided and delivered, hundreds of meals through trying times with great staff.”

A Leader's Perspective on Resident Engagement during COVID-19

By Donielle Weatherholtz-Palmer,
Director of Resident Services

Resident engagement during COVID-19?

Is it possible?

How?

In September, I presented at the Pioneer Network's annual conference along with Linked Senior, a platform using evidence-based engagement methods, on engagement during COVID-19. It was my honor and pleasure to speak about the engagement that Shenandoah Valley Westminster-Canterbury has had throughout the pandemic.

A few of the highlights addressed came from asking staff "What does engagement mean to you?"

The staff answered quite differently than what I was expecting. They used powerful words like listening, mindful, being, eye contact, sincerity, connection, active, focused, reaching, soulful, meet and creating bonds.

Also, discussed was how SVWC is measuring engagement during the pandemic. The answer is simple, just like we did before the pandemic.... SVWC's



engagement, is not measured by the number of residents participating in an activity but by the amount of residents engaged. The engagement we continue to have with residents is being present in the moment, giving our full attention, holding a hand, listening to music or offering a listening ear.

I encourage the activities team's engagement to not stop, to not change because the world around us was changing. During these unprecedented times, we are our residents' rock and more importantly their family. I receive daily phone calls and emails from families thanking us for what we are doing and for being there for their loved one when they are unable to be. Thank you to all activities professionals here and everywhere! You gave me a platform that was easy to brag upon because SVWC is getting it right! ■



Left, Employee Talent Show | Above, Blessing of the Animals

“We call each other family here at SVWC and are here for one another in times of need.”



Below, New Resident Welcome



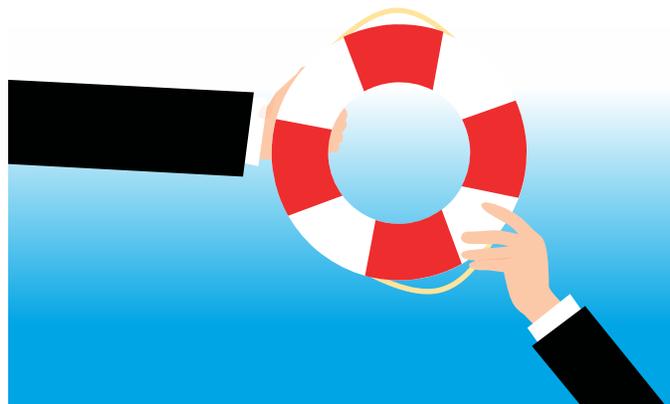
Above, Employee Appreciation Gift

Foundation Fund Spotlight: Employee Emergency Fund

By Niki Wilson, Foundation Director

Imagine having to choose between buying groceries or getting your car fixed that you rely on to get to work every day, or having to restart/rebuild your life after a house fire. Unfortunately this happens more than we know. Thankfully, at SVWC there is an Employee Emergency Fund in place to help out from time to time when our employees are in need. Meeting the needs of our employees, especially in times of crisis, has always been top priority at SVWC. The fund was established over 20 years ago by a grateful family member of a resident that had passed. She made the first donation in honor of the exceptional care the SVWC staff provided to her father. Since then the fund has grown through employee and resident giving to ensure we keep our staff whole in times of need. Thanks to the generosity of so many, we were able to assist with over \$12,000 in emergency needs in 2020. All applicants remain anonymous and payments go directly to the third party collector (e.g., utility company, hospital, landlord).

We call each other family here at SVWC and are here for one another in times of need. The Employee Emergency Fund is one more way we can support each other. ■



Creative Fundraising

By Melissa Boies, Foundation Coordinator

A pandemic wasn't going to slow down the Foundation Office and residents' fundraising efforts for SVWC. Everyone just had to get creative! The Pre-Turkey Trot Walkathon got people out enjoying the fall weather and on the move before the holidays. The participants walked 224 miles and were supported by 91 Walkathon donors, raising over \$3,072.

Another fundraising favorite were raffles. The Foundation raffled off two tie quilts, a jewelry box, and a whaling boat model donated by our talented and giving residents.

The Resale Shop held a Christmas Raffle Extravaganza when the annual bazaar was unable to happen. Items were put together to make fun and festive Christmas themed baskets. Individuals bought tickets and decided which baskets they would try to win by putting the tickets in a bag adjoining the baskets. The winners were all very excited when finding out what they had won. Some individuals had put as many as 40 tickets in one bag hoping to win that basket! The basket items were displayed proudly throughout SVWC and in resident and staff homes. ■



Meal Delivery

Thankful Residents Say:

"I like the ability to use some of my extra food money to give help where needed."

"Abby with her gentle, steady inspiration has brought us through a rough year with her very special voice/music."

"I couldn't say enough nice things about how we are treated in healthcare when the tenderness and love is needed, it is there."

"Chaplains have been very busy and always with steady love and support. Gave us hope and faith through the unknown."

"God bless the three at the top! What a weight they carry."

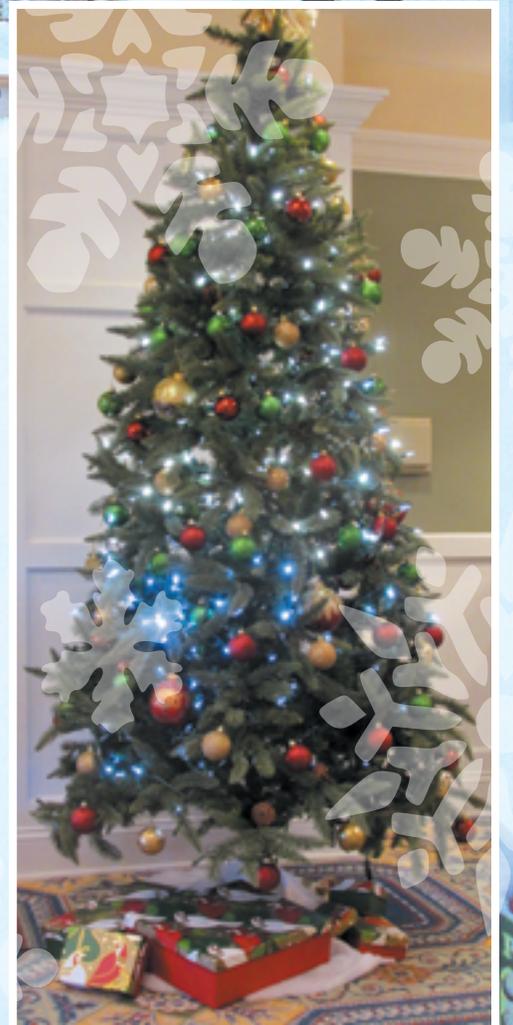
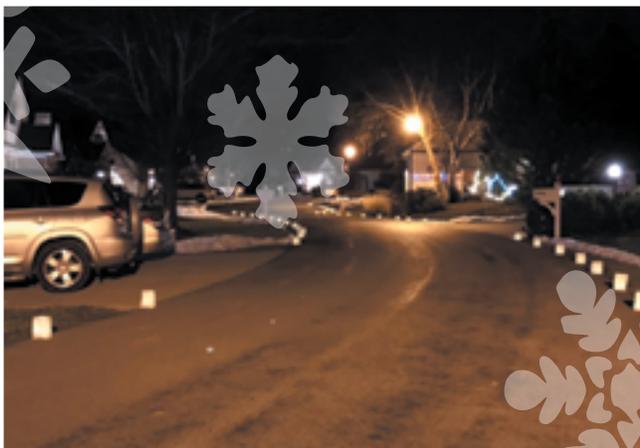
"Marketing is still working towards the future-keeping our eyes and our future alive."



Westminster



Wonderland



The Villas at Westminster-Canterbury: A Timeline to the Future

By Leila Orndorff, Sales Counselor

2015: Ongoing strategic planning is vital to the future of Westminster-Canterbury. Prior to adopting a new strategic plan, SVWC had been discussing the need for additional independent living residences due to growing demand and an already robust waitlist.

October 2015: A new strategic plan and Master Site Plan was developed, focusing on three primary areas: pursue additional independent living, explore an intergenerational daycare program, and develop an action plan for Shenandoah Hall.

2016: SVWC partnered with SFCS, an architecture firm in Roanoke, VA, to evaluate Shenandoah Hall and assist in the new Master Site Plan.

Summer 2018: Spectrum Consultants, a firm out of Gastonia, NC, with whom SVWC has worked copious times over 30+ years, was also hired to assist in market research and analysis, including hosting multiple consumer focus groups.

May 2019: following the study period, the popular concept of Hybrid villas became the principal focus, and 22 acres of adjacent land was purchased. Hybrid villas bring together desirable aspects of both cottage and apartment living, with only a limited number of residences per building, garage parking beneath, multiple exposures, and easy outdoor access.





October 2019: A design team was established, and conceptual planning began. Mike Matthews of Matthews Development Company LLC, out of Charlottesville, VA, was hired to serve as SVWC's Owner's Representative. Not just Mike's extensive experience, but his enthusiasm about the site and the project, made him the perfect choice. SVWC also partnered with HG Design, a landscape architect and civil engineering firm out of Richmond, VA, and Greenway Engineering, a local company. Greenway assisted SVWC on the entitlement process, as the property is situated in both the City of Winchester, and Frederick County, like our existing campus. When HG Design mentioned the importance of "letting the land speak to us" after walking the complex site, SVWC knew they understood the local topography and also SVWC's vision of maintaining a natural, organic setting throughout the Villa neighborhood.

Over months of schematic planning and design development, site and financial analysis, and continued market research, SVWC and the Villa design team settled on a project consisting of ten Hybrid Villa buildings, with a total of 97 Villa apartments. Floor plans range from one-bedroom, one and a half bathroom plans at nearly 1200 sq. ft., to 2-bedroom, 2+ bathroom plans exceeding 2000 sq. ft.



Mid-2020: The SVWC Marketing Team and Spectrum began developing collaterals for the Villas, and promotion began. Chanda Palmer, Director of Marketing, and Leila Orndorff, Sale Counselor, have been actively marketing the Villas, hosting Zoom events, and showcasing incredible digital renderings of the project. Once 70% of the Villas have been reserved, ground will be broken, and the Villas at Westminster-Canterbury will become a reality. ■

Positive Approach to Care (PAC), developed by leading dementia expert Teepa Snow, provides education, support, and training to improve the world of dementia care, one mind at a time, through a relationship first approach. Care-partners learn to use their talents and abilities to develop awareness, knowledge, and skill with all people that will transform what exists into a more positive dementia care culture.

SVWC Awards its Cultural Change Champions

By Leila Orndorff, Sales Counselor

Shenandoah Valley Westminster-Canterbury continues to focus on being a center for excellence in dementia care and Culture Change. Culture Change is a movement based on person-directed values and practices where the voices and preferences of older adults are elicited, respected and honored. Person-directed care is a philosophical approach that encourages residents to determine how they will meaningfully live every aspect of their daily life.

SVWC has made great strides in altering the look and function of our health care center and Blue Ridge Hall to be a more homelike and socially conducive environment, and provide ongoing training to care partners campus-wide to continue our journey of a person-directed culture.

In 2016, SVWC developed an Interdisciplinary Dementia Inclusive Committee (IDIC) made up of staff from various departments, organization-wide and resident liaisons. Of the many missions of the committee, one specific focus is on celebrating SVWC team members who demonstrate various skills, actions and language as it relates to Culture Change and person-directed care.

In late 2019, the IDIC adopted the Culture Change Champion (CCC) Award program, where each month, nominations are submitted and a recipient is randomly drawn from those suggestions. Winners are showcased on a CCC bulletin board describing their achievement, and are highlighted in the monthly staff newsletter, the *Canterbury Chronicle*. They are also awarded with a free meal from dining services.

Nominations are based on a team member exhibiting the following criteria:

- Consistently uses the language of Culture Change (e.g. community vs. facility)
- Exhibits leadership qualities with regard to Culture Change, and best practices in dementia care and person-directed care

2020 Winners:

Feb.	Elizabeth Kahn
March	Cathy Daniels
April	Elizabeth Forbes
May	Robin Malone
June	Teresa Barton
July	Mary Kerns
Aug.	Caroline Brenneman
Sept.	Coreen Belleck
Oct.	Shawn Gilhuys
Nov.	Mary Trenum
Dec.	Nardia South



- Has completed or is completing the Positive Approach to Care (PAC) training program at SVWC
- Demonstrates the incorporation of PAC training techniques

The IDIC awarded its first winner in February of 2020, continuing to acknowledge and award team members each month throughout the year, and encouraging other staff to nominate co-workers as well. Despite the onslaught of Covid-19 in March, and the many restrictions over 2020, the IDIC still consistently saw staff demonstrating a relationship first, person-directed approach with residents, and maybe even more so as they truly became family when residents could not be with their own. The CCC Award will be an ongoing monthly program as we continue being a center for excellence in dementia care and Culture Change. ■



Grocery Shopping for Residents

Thankful Residents Say:

“Love our movies and Thursday night programs. It shows what talent we have right here among ourselves. What a nice surprise.”

“Our medical staff are our heroes.”

“The “art department” Gail has kept us challenged and inspired to keep creating and growing, then sharing the results with everyone.”

“Laura has worked overtime to keep the food supply coming to our doors. This is a time consuming and physical effort always done with a smile.”

“Jeannie has nourished our need to see families by having “drive-thru” Mother/Father parades and we even had a street walk around the cottages to welcome our new residents.”

“Loved those fresh vegetables this summer. Gardening nourishes the body and the soul.”



**“You’re Off to Great Places.
Today is Your Day!”**

By Niki Wilson, Foundation Director

2021 Helen Abrahamsen Employee Scholarship

Are you a graduating senior?

Is your child a graduating senior?

Are you planning to go back to school?

The Foundation is happy to start offering scholarships this year to all employees and their dependents. Scholarships will be offered to those enrolled or scheduled to enroll in a college, university or trade school. The scholarship can also be used for those wanting to get their Certified Nursing Assistant (CNA) to start their career in nursing. Applications are available in Human Resources or the Foundation office. ■

**“Your Mountain is Waiting
so... Get on Your Way!”**

- Dr. Seuss

Thankful Residents Say:

“Wellness team made sure we kept our minds and bodies active.”

“So pleased with new team managing the Foundation. There is such energy and inspiration.”

“Maintenance and grounds still managed to keep things beautiful.”

“The food service has provided us with miracles and done so with constant changes of needs, conditions and supply. It also became our country store.”

“We are learning to adjust to a new world.”

“So many of our staff have learned to wear many new and different hats during this past year.”

“I thank the staff.”

“Love the welcoming smiles and helpful task provided by our front desk staff along with security.”

“Hooray for the bus drivers.”



Employee Talent Show



Blessing of the Animals



Santa Paws Pet Food Delivery



SAAA Food Donation Delivery

Canterbury Café Offers Residents a Pandemic Respite

By Daniel Hahn, Sous Chef

On, September 15th, as a deterrent against cabin fever caused by the shutdown of many social areas and activities at Westminster Canterbury, we re-opened the Canterbury Café for dinner services. Maintaining the strict guidelines of social distancing, we were able to seat twenty-four guests, divided into two seatings, Tuesday through Friday.

With soft music playing from the jukebox, residents were able to choose their dinner from a special selection of appetizers, entrees, sides, and desserts not offered elsewhere, and all coming straight from the



chef-manned grill; a retreat from the norm, at least for a night. Plus, it offered the opportunity to showcase many interesting new menu possibilities.

Appetizers ranged from Shallot Infused Bruschetta with Mediterranean Salsa, and Scallops on Toast Points, to freshly prepared House Salads and Soup of the Day. Entrees were Fresh Lobster with Paprika Butter, Filet Mignon, New York Strips, Veal Chops, and Ribeyes. For desserts we strayed from the usual path, offering Chocolate Panna Cotta, Baked Apples with a Rum Caramel Sauce, and Bananas Foster. ■

RECIPE

Shallot Infused Bruschetta with Mediterranean Salsa

Crostini

- 1 whole baguette
- ½ cup unsalted butter
- ¼ cup minced shallots

Bruschetta Topping

- ½ cup diced tomatoes
- ¼ quarter cup diced Kalamata olives
- ¼ cup diced white onion
- 1 tbsp. minced garlic
- 2 tbsp. honey
- 1 tbsp. red wine vinegar
- ¼ cup basil, chiffonade (rolled, and sliced thin)
- 1 tsp. kosher salt
- ½ tsp. black pepper

Garnish

- 1 tsp. basil, chiffonade
- ¼ cup balsamic reduction glaze

Directions:

Start by melting the butter in a saucepan. Once melted, add the shallots and sauté on medium heat until butter becomes clear, about 5 minutes. Strain, reserving butter.

Mix the topping ingredients (saving some basil for garnish) and allow to marinate for at least 30 minutes.

Brush the shallot butter onto both sides of the sliced baguettes. Grill on both sides for about 30 seconds each, until a golden crust appears.

Top with the bruschetta topping, and garnish with the basil, and thin lines of the balsamic reduction. Enjoy!

Community Connection

Winter 2021

