

Spotlight

EXECUTIVE DIRECTOR EDITION • 2017



“Four-year-old, Aaron, experiencing the magic and wonder of Disneyland® Resort with his two sisters, Sally (left) and Nancy (middle) in the year 1966.”



Leaders of the Koelsch Communities, today, I write to you with a deep sense of joy, pride and humility as we come together to celebrate the Koelsch family's 60 years in the Senior Living Industry. Over those years, Koelsch Communities has grown to become not only an industry stronghold, but a model in our industry, leading the way with our relentless focus on resident satisfaction and attention to detail.

Today we know vastly more about senior housing than when my parents, Alice and Emmett, purchased that first little nursing home in 1958. We still have much to learn! Though we are optimistic about the future, we together must remain vigilant and maintain a sense of urgency.

When I think back, it still feels like yesterday that Judy and I opened the Sterling Inn in Victorville, California and began our own path in Senior Living. Since 1988, we've grown 25 communities, and with your leadership and assistance we will continue to grow. When you think about the number of Koelsch Communities we've established, it may seem easy to gauge our growth, but how we grow as people and leaders is the true accomplishment we're here to celebrate.

Personally, I've watched myself grow, not only as a business leader, but also a husband and father. I remain committed to bringing core values that this company was built on to each and every Koelsch employee: dignity and respect for others; attention to detail; and a passion for serving others. After all, it's not what we do, but who we are that allows Koelsch Communities to offer our residents compelling value. Those are values my parents Emmett and Alice Koelsch ingrained in their family over 60 years ago, and I've worked hard to make them cornerstones of what we do.

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Hope, Growth,

Michelle Baker

Regional Director of Operations for the Mountain State Region

communicate on levels that all team members can connect with.”

Over

Michelle’s time with Koelsch, Cyndie isn’t the only one to appreciate her fluid communication styles. Chief Operating Officer Dan Williams reaffirmed that, “Michelle is an excellent communicator. She just has a way with words that really connects with people in a pleasant, yet firm,

approach that’s wonderful to see in action.”

Michelle’s renowned communication skills didn’t sprout overnight. When she first graduated college, Michelle “started in the telecommunications business,” where she remained for a 15-year period from 1992-2007.

During that time, Michelle’s grandfather was living in an assisted living community, “and that’s when my interest switched to assisted living,” Michelle told us. We asked her about the

career move, and Michelle thought back, “Oh-my-gosh a lot changed,” she said warmly. “My new role had much more of a focus on people and building relationships, where I was still able to apply my communications skills, but now they gave me a much more meaningful result.”

Michelle started her work in the assisted living field in 2007, before landing at Koelsch Communities in 2013. Coming to Spring Creek Inn was a welcomed

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Michelle Baker has been raising the bar as Regional Director of Operations for the Mountain State Region since January 2016. Michelle came to Koelsch in 2013 when she was made the Executive Director of Spring Creek Inn, Bozeman, Montana. Since then, President and CEO Aaron Koelsch has watched Michelle “provide experienced, steady leadership to our employees which has led to consistent positive outcomes for our residents, and their families.”

Vice President of Operations Cyndie Bryant, RN describes Michelle as, “a real go getter, with a penchant for over managing the details, which fits perfectly with our core values. Michelle manages with a high level of excellence.” Cyndie went on to say that Michelle “really works to



Michelle and her husband, Greg, at the Eagle Mount Ball in Bozeman, MT just before Christmas. Eagle Mount is a charitable organization that provides services to disabled children.



Michelle and her dog, Oakley at a Spring Creek Inn Halloween party. Residents and families had their dogs dress up and the resident's chose a winner. The winner was Oakley, Michelle's loveable, 4-year-old Goldendoodle! Oakley was dressed up as an alligator, an outfit chosen by Executive Director in Training Stacia Jensen.

& Opportunity!

Joel August

Dining Services Specialist

Looking back at Joel August's journey to become the Dining Services Specialist for Koelsch Communities, he really was a man on a mission. Joel joined Koelsch Communities in 2014 when he opened Cedarbrook in Fresno, California, where he said "having that opportunity to start fresh was really enticing for me." Joel had dreamed of having his own kitchen for years, and at Koelsch Communities, things really began to culminate.

Regional Director of Operations Eva Arant saw

Joel as "a very positive young man," and told other leaders that Joel really shined in his role as Culinary Director. "He developed a great team, and the kitchen was always a great place to be in." Eva expanded, "Joel's team was always having fun while maintaining an excellent work quality, the kitchen was always clean, and the food was amazing."

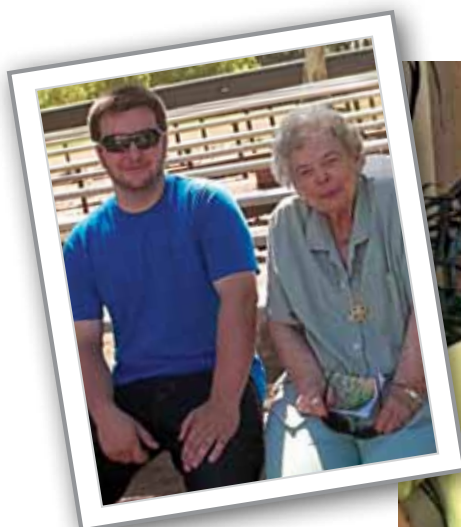
Back when Joel was just eight or nine years old, he already had the inkling to run his own kitchen. "I always wanted to either own a restaurant,

or build houses. I was very hands on as a kid, and I guess running a professional kitchen was always something I thought I'd be doing." Joel fondly recalls those childhood days when he and his sister would "pretend to play restaurant all the time." "Now I get to do that every day," Joel said happily.

In college, Joel worked to receive a "bachelor degree in hospitality management with an emphasis on commercial

recreation, and a minor in food and nutritional science." During that time, he worked about every position under a restaurant's roof, from the back of the house to the front, and in Joel's final semester his high GPA earned him a prestigious internship "running a small dinner cruise off the coast of Hilton Head Island, South Carolina." There, Joel "got

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Joel and his dear friend Edna at the zoo on a Cedarbrook resident outing.



Cedarbrook's management team says "farewell" with a special lunch to honor Joel! (Left to Right): Administrative Assistant Sarah Dennis, Dining Services Specialist, Joel August, Executive Director Lisa Poole-Johnson, Former Active Living Director Jessica Swanson, Director of Resident Services Kayleen Rosales, and Culinary Director J-Lo Lopez

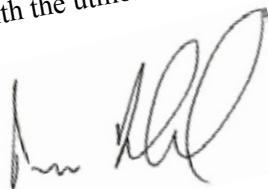
Today, I can proudly say that we are among the best. No one gave us that title, or told us how to get here. It's been our determination, perseverance, and conviction to love one another and our residents that has garnered the reputation we are so proud of. We are Koelsch Communities, and you are the leaders who get up each morning with the mission to breathe new life into our communities, our staff, and our residents.

This is a chance to look into the distance with a clear vision of where we are going and how we will work as leaders to get there. This is the time to prepare for the future. I ask you to share your enthusiasm and drive for Koelsch Communities with our employees, the way I would if I could be in the community with you. Carry the Koelsch values and integrity into your communities daily. I will always be right here with support, encouragement, resources, and the tools you need.

As Executive Directors and Directors of Resident Services, you are the leaders in your communities. I want to challenge each of you to look for new ways to mentor and support your staff. They look to you for direction, inspiration, approval, and praise, and it's your positive thinking that helps build, retain, and strengthen an amazing staff. The better we do this, the more we will lead in each of our markets and the stronger our model of seniors housing becomes.

You are who carries Koelsch values through our company now, and you are who propels the pursuit of resident satisfaction forward. This is no small task, and as President and CEO, let me tell you: *it does not go unnoticed or unappreciated.*

With the utmost respect for your service and love for our residents,



Aaron Koelsch
President & CEO



"Aaron and his wife Judy with their four children posing for a photo on the pier at Disney's California Adventure."



"Aaron and his family having a ball on Disney's Space Mountain!"

Welcome ...To the 2017 ED Retreat!

Executive Director Attendees



Amber Creek Inn
Cindy Schmitt



Arbor Hills
Debbie Smith



Canterbury Gardens
Nick Fletcher



Canterbury Inn
Julie Medack



Canterbury Park
Kris Cain



Canyon Creek
Kevin Chambers



Cascade Inn
Lance Leland



Cedarbrook
Lisa Poole-Johnson



Copper Creek Inn
Lisa Christopher



Delaware Plaza
Laura Steel



El Rio
Mary Keaton



Lakeview
Rod Johnson



Madison House
Jadon Kreinheder



Maple Glen
Carolyn Maloney



Hampton/Ashley Inn
Nino Christoforo



The Hampton at Salmon Creek
Kim Damian, LVN



Northbrook Inn
Karolee Vandrush



The Park at Surprise
Rhonda Thiel



Park Wood
June Suffridge



Riverside Inn
Lucy Tamayo



Saddle Brook
Kathi Bales



Silver Creek Inn
Logan Johnston



Spring Creek Inn
Stacia Jensen



Springs Ranch
Angela Spence



Sterling Commons
Debbie Staggs, RN



Sterling Inn
Darlene Khunk



Cedar Creek
Allison Anderson
Creedside Inn
Trevor Stewart

Director of Resident Services Attendees



Amber Creek Inn
Lisa Evans, RN



Arbor Hills
Melissa Pester, RN



Canterbury Gardens
Becky Reeves, LPN



Canterbury Inn
Leah Baumfalk, RN



Canyon Creek
Trina Job, RN



Cedarbrook
Kayleen Rosales, LVN



Cedar Creek
Kirsten Warnock, RN



Copper Creek Inn
Katerina Shea, RN



Delaware Plaza
Loretai Catlin, RN



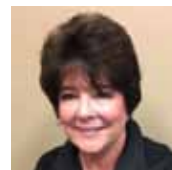
El Rio
Jennifer Gonzalez, LVN



Hampton/Ashley Inn
Amber Martin, LPN



The Hampton at Salmon Creek
Heather Nelson, RN



Lakeview
Donna Provenzano, RN



Madison House
Tracy Black, RN



Maple Glen
Tanesha Marshall, RN



Meadowbrook
Phantia Tyler, RN



Northbrook Inn
Sharon Tenuta, LPN



Park Wood
Dwayne Moore, LPN



Riverside Inn
Tiffinee Bernard, RN



Saddle Brook
Marshall Styers, RN



Spring Creek Inn
Carol Scott, RN



Sterling Commons
Patti Rodriguez, LVN



Sterling Inn
Shari Cooper, LVN



Creedside Inn
Monica Hall, LPN
Silver Creek Inn
Jo Shipman, RN

Michelle

Continued

change, as Michelle had been traveling extensively for work. “When the opportunity presented itself at Spring Creek Inn, I was looking for a way to spend more time at home, and it worked out very well.” Michelle’s family appreciated the switch, too, and so did her new coworkers.

In Michelle’s time as Executive Director of Spring Creek Inn, Cyndie Bryant could see Michelle “really believes in making a community a home environment, where everybody is involved and everybody feels they’re really contributing to the whole team’s effort, no matter who they are in the community.”

From Michelle’s perspective, that’s the fun part of her job. “I get the most from the camaraderie among the people I work with; you know, the small family environment that we cultivate.” She went on, “I think we’re all with Koelsch because we want to help people in some way, and here we have an opportunity to help others while we’re making a living for our families.”

Those words rang true as Cyndie Bryant told us more about Michelle. “To Michelle, a caregiver is not just a caregiver, and that’s a

principle we try to project in all of our communities.”

Today, as Regional Director of Operations, Michelle is back on the road, but now the timing is right. Michelle says the change was again welcomed. “I’m a bit of an independent type, I like to see and do different things, and have variety in the day.”

Now, Michelle loves that “every day is different, and I never know where I’m gonna be from week to week.” After raising the bar at Spring Creek Inn, Cyndie Bryant thinks the Regional Director role is a perfect fit for Michelle. “Michelle just sets the example. It starts with her, and she teaches other to follow,” Cyndie continued, “She really directs others to success.”

Joel

Continued

to see different cultures, and lots of different food,” all of which have contributed to the skill set he brought to Koelsch Communities.

Since he started with Koelsch, President and CEO Aaron Koelsch has watched Joel’s performance, “Joel has been a blessing to our communities, and his wisdom is far greater than his age might indicate.”

At Cedarbrook, Joel’s

culinary skills continued to thrive. Eva Arant told us, “Joel believes you eat with your eyes, and making both presentations and quality a priority were very important to him.”

This was one of the many things that Joel learned while working in various kitchens in college, and he told us “being able to bring those things to the residents at Cedarbrook was really fun.” Joel went on, “sometimes people have a bit of a stigma about food in this industry, and being able to exceed those expectations was ultimately one of my favorite things at Cedarbrook.”

While at Cedarbrook, Joel had an impact on much more than his kitchen. Executive Director Lisa Poole-Johnson of Cedarbrook, told us, “Having spent 20 years in this industry, Joel is the first food service director I’ve ever seen who really encompassed the whole community.”

While he was Culinary Director at Cedarbrook, Joel developed a very special connection with one of the memory care residents; a woman by the name of Edna. Joel told us, “Edna and I had this bond that wasn’t quite like any other resident.” He can still picture her face lighting up at “just the sight of him.” When Edna passed away,

her family wrote a very heartfelt letter to Joel and asked him to speak at her funeral. To this day Joel keeps the letter from Edna’s family in his car, a memory that he will always hold dear.

Lisa Poole-Johnson told us, “Joel has families whose loved ones have passed away two years ago from Cedarbrook that still keep in contact with him on a regular basis, and when he comes to Fresno, they want to see him-- that’s what kind of impact Joel had.”

On April 1, 2016, Joel was promoted to Dining Services Specialist and made the move to the Home Office in Olympia, Washington. There, Joel told us he’s been “super grateful to have the opportunity to influence and motivate all of our Culinary Directors company wide.” Joel knows that “not every Executive Director is an expert in the kitchen,” and he’s thrilled to be able to support the Culinary Directors throughout the Koelsch communities. Today, Joel loves getting hands on throughout the Koelsch Communities kitchen’s and Lisa Poole-Johnson knows he’s the perfect person for the job, telling us, “Joel has that ‘IT’ factor! You can’t quite put your finger on it, but everything he does is SPECTACULAR--There’s a quote for you!”

Awards

Given at ED Retreat 2016



The Annual Emmett M. Koelsch Resident Centered Hospitality Award

Kris Cain

ED of Canterbury Park

In recognition of your dedication to enhancing the well-being of each individual in your community...

The word 'hospitality' comes from two Greek words. The first word means 'love' and the second word means 'stranger.' It's a word that means love of strangers. This award goes to the leader who over manages the resident and family experience in their community.



The Annual Alice E. Schultz Attention to Detail Award

Audra Jones

Regional Director of Operations (Former ED of Riverside Inn)

In recognition of your ability and willingness to understand and notice even the small details that go unnoticed by others...

This award goes to a leader who over manages the details. Koelsch believes that when you over manage the details it adds to and sustains the community's reputation which enhances our residents' experience.



The Annual E. Aaron Koelsch Excellence in Team Operations Award

Lance Leland

ED of Cascade Inn

This is given to an Executive Director in recognition of their ability to use best practices while over managing a team which will include: effective labor management, employee relations and retention, and effective worker's compensation management.

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People On The **MOVE**

Koelsch Communities is proud to promote from within our company, providing new opportunities and challenges to our talented, dedicated employees, including:



Shari Cooper, LVN

Shari Cooper, LVN

Promoted to Director of Resident Services at Sterling Inn, Victorville, CA

Formerly a Lead Floor Nurse at Sterling Inn

*Shari Cooper began her journey with Koelsch Communities almost 10 years ago at Sterling Inn as a Floor Nurse, and this May took on the role as Director of Resident Services (DRS). Before Shari joined Koelsch Communities, her goal was to work in hospice, "I've always wanted to be an advocate for people and especially the elderly, and today I can say I've achieved that goal from working here." As the Sterling Inn DRS, Shari says she "truly has the best of both worlds." Regional Director of Operations Don Barber told us that promoting Shari couldn't have felt more natural. "Shari has exhibited a strong leadership quality and **she embraces the Koelsch core value of compassionate service for our residents.** Shari wants to do what's best for both the residents, who she loves, and Koelsch Communities."*



Darlene Klunk, LVN

Darlene Klunk, LVN

Promoted to Executive Director at Sterling Inn, Victorville, CA

Formerly Director of Resident Services at Sterling Inn

In 1999 when Darlene Klunk began working as a caregiver for the Sterling Inn, she never dreamed that 18 years later she would become its Executive Director. Today, Darlene loves coming to work knowing she has a strong team. "A big part of what we do is knowing your team, so taking care of them, guiding them and giving them support-- I'm glad I can be a part of that." Darlene spent the last seven years as Director of Resident Services, and Don Barber, her former Executive Director and now the Regional Director of Operations, says, "Darlene is dedicated, loyal, and one of the most reliable people I've worked with. Her ability to lead the other nurses and caregivers was evident. She consistently displays a great attitude, and she's a real straight shooter."



Debbie Staggs, RN

Debbie Staggs, RN

Promoted to Senior Executive Director, Victorville, CA

Formerly Executive Director at Sterling Commons, Victorville, CA

*"Debbie is everybody's friend, whether it's her residents or her coworkers. She makes an effort to reach out and touch them-- and she really goes the extra mile," Vice President of Operations Cyndie Bryant, RN told us when we spoke with her about Debbie Staggs' recent promotion. Debbie's approaching her 10 year anniversary with Koelsch Communities, and she told us her true passion has always been for the residents. "In my new role, I work to empower my staff to love and care for the residents as if they're our own family, **treating them with the dignity and respect they deserve.**" This passion for Debbie's community and the company has grown over the past nine years in which Debbie's served as both Executive Director and Director of Resident Services (DRS) for Sterling Commons, and also served as DRS for Sterling Inn for a year. Looking back, it means a lot to Debbie that "Koelsch promotes from within. It's a great opportunity for folks who want to advance in their field, they give you all the tools necessary to do your job, and to be able to make the residents happy. Koelsch are just really great folks to work for."*



Stacia Jensen

Stacia Jensen

Promoted to Executive Director in Training (EDIT) at Spring Creek Inn, Bozeman, MT

Formerly Director of Active Living at Spring Creek Inn

*"We have one of the most important jobs... really, in the world," Stacia Jensen told The Spotlight, "to give these people the care that they deserve." And now, as Executive Director in Training, Stacia's excited to spread her caring values throughout her community. "I was really excited to be promoted within Koelsch Communities, I think it's a great company with wonderful values, and at Koelsch, we get that opportunity to provide the best possible care for our residents." Regional Director of Operations Michelle Baker, has watched Stacia's "leadership skills grow year after year." Michelle went on to say Stacia "brings a lot of positivity, creative ideas, and she's a great relationship builder." She is a great example of a leader who **nurtures her staff by instilling the Koelsch core value of compassionate service for residents.** Stacia is currently in a training position, and she told us, "it's great that Koelsch is willing to let you learn along the way, because I don't know of many companies that would do that, especially without prior administrative experience."*



Tracy Black, RN

Tracy Black, RN

Promoted to Director of Resident Services at Madison House, Kirkland, WA

Formerly a Floor Nurse at Hampton Ashley Inn, Vancouver, WA

Simply put, Tracy Black loves people, and she wants to see them get the care they deserve. Tracy told us, "I love working with the elderly. I've tried working with pediatrics, and I just find geriatric to be more fulfilling because there is this need for love in that type of community, and Koelsch provides that." In Tracy's new role as Director of Resident Services, she can now take that "human component" that she finds so "enriching" and help it grow. Vice President of Operations Cyndie Bryant, RN praises Tracy's incredible attention to detail, a Koelsch core value, saying "She always does it right, with 150% effort." Cyndie went on to say that along with Tracy's fastidiousness, "She really contributes to the workplace with her enthusiasm. She's positive, outgoing, and she's not afraid to jump right in and get involved; truly teaching by example."



Kathryn Merrill, RN

Kathryn Merrill, RN

Promoted to Regional Director of Resident Services

Formerly Director of Resident Services at Cascade Inn, Vancouver, WA

As Regional Director of Resident Services (Regional DRS), Kathryn's seeing the big picture while she travels to work with different DRS's around the country. "My hope is to take the best from each local DRS," Kathryn told us. "Everybody's good at something, so how can we take that and share it to build others up." Kathryn was previously a DRS at Cascade Inn for over five years, where Executive Director Lance Leland described her as his right hand person. "Kathryn was the best 'Marketing Nurse' that I've worked with in 25 years; meaning she both understands the nursing component of things and also understands how important it is to make the transition effortless for residents and families as they move into the community." Kathryn loves working for a company that she feels "all the way up to the top, they really care about the residents care." Kathryn especially loves hearing President and CEO Aaron Koelsch tell her, "your job is to make people happy," and as a Regional DRS, Kathryn's work days may have changed, but that core of her job is stronger than ever.



Karl Rose

Karl Rose

Promoted to Texas Area Maintenance Director

Formerly Maintenance Director at Arbor Hills, Plano, TX

We asked Karl Rose what he found meaningful during his workdays; he thought for a moment, then responded, "well, everything." Karl isn't the kind of guy who just shows up, he's passionate about meaningful exchanges with residents, no matter how big or small. Executive Director Debbie Smith says Karl "consistently takes that extra step for the residents and their families." Whether it's getting them moved in, setting up their TV, or just giving a warm greeting, Karl told us he loves making a positive impact in the people's lives he sees throughout his day. "I like doing anything I can to help take the strain off the family members, that's kind of my favorite part about work, because you really feel for them with everything they're going through." Debbie went on, "Karl is very positive, and he'll help people out in every department." Karl began his new position on July 1st, in what he described as "a really smooth transition," and now spreads his caring attitude across four Texas communities.

Awards

Continued

Exceptional Resident Service Award

In recognition of excellence in resident services that culminated in a **perfect survey** from their respective states.



Copper Creek Inn



Riverside Inn

The Great Census Award



Gold Census Award
Spring Creek Inn



Silver Census Award
Cascade Inn



Silver Census Award
Canyon Creek



Movers & Shakers Census Award
Amber Creek Inn

Congratulations to All!

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