

We Have A New Plan For Growing. And The Same Mission Of Caring.

Communities Repositioned

With almost 75% of Christian Horizons (CH) consisting of skilled nursing, the focus is to right size our business lines to match the emerging market place.

The balance of calendar year 2018 master planning and financial feasibility studies will be conducted at 4 campuses - Crown Point Christian Village, Hickory Point Christian Village, Spring River Christian Village and Risen Son Christian Village. Architects and contractors are working to determine specific plans for each community based on market study analysis and financial feasibility.

This due diligence period is targeted to be completed for consideration at the November 16th Board of Directors meeting.

With Board approval, the next steps will be to rank and sequence the work at the 4 communities. The work will not begin at the same time and the decision for some communities could be 'not now'.

Based on all the above variables, work is expected to begin on the prioritized communities the latter half of calendar year 2019.

These are the major investments, however all communities will continue with their ongoing and customary capital improvements. None of the other 9 communities are being deprived of their capital needs as a result of any new construction that may take place.

Home and Community Based Services (HCBS) Expanded

- HCBS will explore opportunities to become involved with Programs of All-Inclusive Care for the Elderly (PACE) in Missouri and Indiana. PACE provides continuous care and services offering individuals eligible for nursing home care the option of continuing to live in the community. To learn more look here: <https://www.npaonline.org/>
- We are also investigating opportunities to acquire Medicare certified home health agencies.

New Opportunities Seized

- Search for other like-minded, faith-based organizations with whom to merge or acquire.
- Explore market studies at Hoosier Christian Village and in the city of Springfield, IL to determine if there is potential to grow in these markets.
- Evaluate new markets for IL/AL memory care in Northwest Arkansas, Nashville, Tennessee and Indiana, especially for the middle income market.

Strategic Resources Leveraged

A new vision for growth and a rapidly changing market place creates the need for more and different human resources. All communities will benefit from the recent restructuring and strategic additions.

Illa David, Chief Innovation Officer: Creates technology standards and optimization to ensure we are using systems optimally for growth and expansion. Will grow Senior Care Pharmacy and other outpatient opportunities.

Jenelle Bertolino Ishmael, Chief Strategy Officer: Drives the assessment, development and execution of business strategies. Oversees the development and execution of new business ventures, partner affiliation, market expansions, and the strategic plan.

Rob Opdenbrouw, Vice President of Culinary and Dining Services: The dining team will implement new culinary and service processes to enhance our guest's dining experience so each meal is an 'event to remember'.

Mark Shipley, Director of Construction and Special Projects: Will manage multiple construction projects. This will include, but not limited to, renovation of existing communities and rebranding of newly acquired communities. His work will reduce the need for outsourcing to consultants.

Results Achieved

Christian Horizons will be relevant, sustainable, innovative and diversified - poised to engage the market place of the future.

Stay tuned.

We'll have more to share
as we begin to evolve
Christian Horizons.

Where to find updates?

ChristianHorizonsLiving.org - **About Us**
Moss Home Page - **Corporate News**