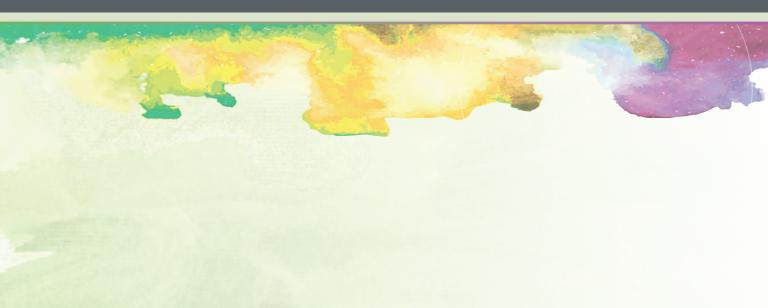


# A Foundation of Faith: Then, Now and Always

A Campaign for New Harmony's New Home



When you first walk into New Harmony, you might think you've walked into a traditional old nursing home—outdated, institutional, hospital-like. But you'll find that thought forgotten as you're surrounded by the compassion, warmth and care demonstrated by staff and residents alike. Thanks to a long legacy of faith and commitment to Christ-centered care, you'll be struck with the distinct impression: "This feels like family."

And yet, your first impression of New Harmony is right; the building is outdated. The original nursing home was built in the 1960s—that's before laptops, before email, before Neil Armstrong walked on the moon.

In the 60s, nursing home designs were modeled after hospitals: practical and bleak. Rooms were typically shared by two or even three residents, limiting resident privacy and making infection control measures during flu seasons and other outbreaks difficult.

Times have changed, and it's time we give this family a home that reflects that.







Existing, Limited Dining Space

# A Growing List of Imperfections

The building was designed in an age before community and activities were a top priority, so there is limited common space. As time passed and care models changed, eldercare communities began to implement a "neighborhood model"—intentionally designed spaces and programs that fostered community, connection and a feeling of home. New Harmony works to achieve this neighborhood model experience and culture through our programs and staffing, but the 1960s building design holds us back from fully achieving it. We have come a long way since the days of three residents to a room, but many of the rooms are still shared by two occupants.

#### Few Amenities

The current building has few of the amenities older adults need and want. It offers one courtyard that is currently unusable, and a small patio off the entrance, which is crowded with foot traffic as people come and go. The dining room spaces double as activity spaces.

## Limited Space and Living Options

New Harmony was built with skilled nursing only, limiting the ability to provide the variety of care and living options that older adults need as they age. The current property is landlocked in a neighborhood, which means there's no room to grow into a full continuum of care, much less offer the amenities required for older adults to stay connected to the people and things that mean the most to them. Parking is also a challenge, making it difficult to welcome families and volunteers who are essential to creating an environment that fosters fullness of life.



## Crowded Chapel

The small, square room where residents currently worship and participate in therapeutic recreation activities can hardly be called a chapel. The limited size can only fit 20 residents and makes maneuvering many wheelchairs a challenge. The chapel also lacks the set up for current technology. With no way to display lyrics on a screen, many residents can be frustrated having to flip pages in a song book. In addition, there are no assistive hearing devices for residents who have a difficult time hearing the message and music. The chapel space doubles as an activity room, making it challenging to create an environment that promotes spiritual reflection and worship.

# A Foundation of Faith

Despite its imperfections, the New Harmony building has been a special place to call home for many. Ask a resident, volunteer or staff member what makes New Harmony so unique, and you're bound to hear one answer: the culture.

If you were to sit down and visit with someone we've served, you're likely to hear a story that will stick with you—one of transformative care and family connection. This unique culture is captured in countless stories of those we've served over more than fifty years and it didn't happen by chance. We are who we are today because of our foundation of faith.

This foundation stretches back to 1927 in Princeton, MN. A group of faithful believers (now known as the North Central District of the Evangelical Free Church) created a place to serve older adults "in the spirit of Christ's love." This was the humble beginning of New Harmony's parent organization, then known as Elim Care. In 2018, Elim Care became Cassia and the mission grew into "fostering fullness of life for older adults in the spirit of Christ's love." This mission is the driving force behind everything we do. To learn more about Cassia, please refer to the appendix.

Thanks to this long legacy of faith, we have been able to create a distinct experience at New Harmony. Both residents and staff feel deeply that they are part of a family, and that New Harmony is "home."



"New Harmony really embraces the Christian values and mission of the organization, while simultaneously respecting all employees' and residents' faith backgrounds. In both our mother's care and Sandy's volunteer involvement, we have seen this play out in the love and care that is shared by staff."

- Marty and Sandy Dennison



Digital Image of Future Home, Harmony Gardens

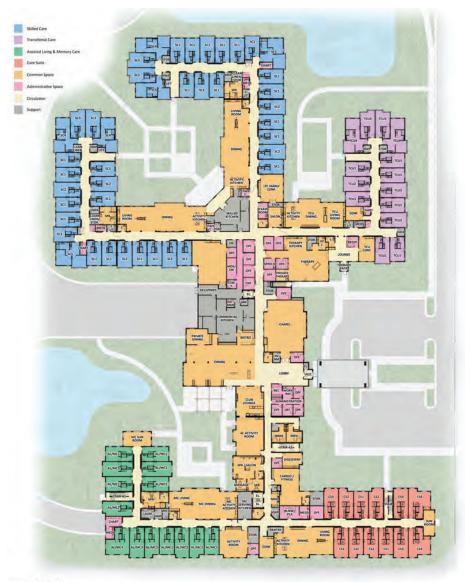
# The Home This Family Deserves

With the foundation of faith and Christ-centered mission, New Harmony has been home for this family. But times have changed and it's time to give this family a home that suits every need and truly empowers the staff to foster fullness of life for every resident.

Cassia will build a new community to meet the needs of not just the New Harmony family, but also of the aging population in and around Maplewood, MN. It will be named Harmony Gardens to reflect the legacy of New Harmony and the community gardens that exist on the property where the new building will be constructed. The community gardens, a project of First Evangelical Free Church in Maplewood, will continue to exist and operate surrounding the new Harmony Gardens building. It is with great joy and gratitude that Cassia will build in close proximity to First Evangelical Free Church, providing significant opportunities for collaborative ministry.

## Home Is Whatever You Need, When You Need It

This new building will provide a full, state-of-the-art continuum of care with 70 independent/assisted living apartments, 14 memory care apartments, 12 assisted living care suites, 36 private skilled nursing rooms, 6 skilled nursing suites, 12 transitional care private rooms and 2 transitional care suites. The layout of the new building is designed with a stronger neighborhood model, with each section of the building having its own activity and community spaces and access to courtyards. At the center of the building, the chapel will serve as the heart of the community.



## Home Is Access To Worship

The chapel will comfortably hold 80 people, and be equipped with technology for streaming services to individual resident room TVs. Because faith is at the heart of what we do, we believe that having a place of worship for residents, their families and even staff is essential. Simply put, the new building cannot be home without the chapel.

#### Digital Image, New Chapel



neighbors. A chapel will be an open invitation to all of us—a reminder that we are all, always welcome to pray and worship."

- Diane Jacobson, resident

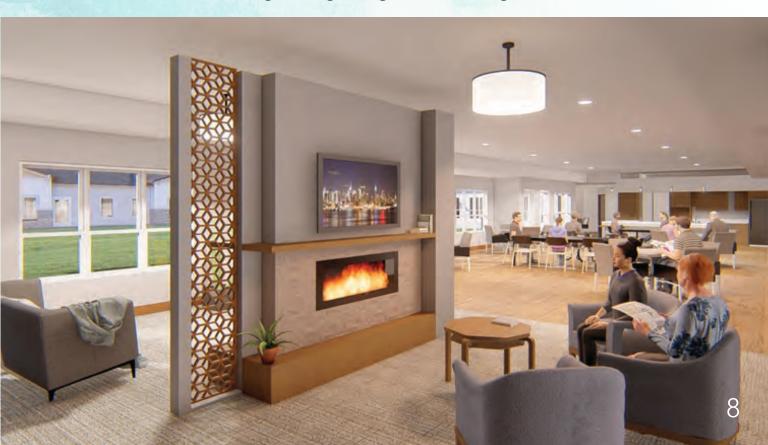
### Home Is Comfortable

All rooms and apartments in each level of care at the new building have been designed with the comforts of home in mind. By focusing on privacy, comfort, aesthetic and accessibility through every wing, we ensure that a resident never feels like they are "moving out" if their care needs change. Further, the shift to privacy will provide the protection needed to contain the spread of illnesses such as COVID-19 or the flu.

# Home Is A Neighborhood Model

While the move to private living spaces is crucial to residents feeling at home, it must be connected to a carefully planned neighborhood model to truly promote wellbeing. Each wing of the continuum is treated as an individual neighborhood and designed to foster relationship and connection. Residents have access to intimate dining rooms, activity spaces, fitness rooms, lounges, courtyards and much more. These strategically designed spaces give residents the ability to experience true community with each other and with their loved ones.

#### Digital Image, Neighborhood Lounge



# To create the home this family deserves, we need your help.

The dream of creating a community that truly feels like home is only possible through the generous support of people like you. You have the opportunity to help bring this family home.

The cost to create this beautiful, state-of-the-art environment for our elders will be approximately \$37.3 million.

We are able to pursue \$34.5 million through financing and \$1.8 million through an equity contribution from Cassia and other affiliates, but need to raise \$400,000 in charitable funding to build the chapel portion of the project which cannot be financed through tax-exempt bonds. In addition, up to \$600,000 may be raised for other important building features.

Will you help close this gap in funding to provide the chapel or other building features our elders deserve?

Sources of Funds	
Proceeds from financing	\$34,500,000
Equity from Cassia and affiliates	\$1,800,000
Contributions for chapel and other building features	\$1,000,000
Total	\$37,300,000

"We believe that God calls each of us to care for our neighbors—for those in our community. This full continuum of care founded on the mission of service in the spirit of Christ's love will provide that care for older adults in our community. This is why Louise and I have decided to give to this campaign."

- Jon and Louise Addington



# **Donor Recognition**

To commemorate your generosity, we are pleased to offer a variety of naming opportunities. You are welcome to select an area from the list below that is meaningful to you and corresponds with the amount of your donation. Recognition is typically indicated by a plaque inside or outside of a certain area or room. Most commonly, plaques may include the name of the honoree or a message in honor or memory of a loved one.

Recognition	Gift Amount
Main Lobby	\$200,000
Physical Therapy Room	\$150,000
Neighborhoods (7)	\$100,000
Dining Rooms (6)	\$75,000
Activity Rooms (3), Bistro, Hair Salon	\$50,000
Community Lounges (8)	\$30,000
Patios(3), Kitchens (3), Spa Rooms (2), Fitness Room	\$20,000
Gardens (3), Conference Rooms (5), Fire Places (6)	\$10,000
Resident Rooms (56)	\$5,000

While these opportunities for recognition are intended to be long-standing, they are not guaranteed as permanent. Harmony Gardens and Cassia reserve the right to remove recognition opportunities if needed (e.g. the discovery of unethical behavior on the part of the donor). Harmony Gardens and Cassia also may choose not to replace or reinstate plaques or physical markers of recognition in cases of building or property damage.

# To start a conversation about helping to create the home this family deserves, please reach out via phone or email.

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#### Appendix: Cassia Story

In 2017, Elim Care CEO Bob Dahl was invited to lunch by Augustana Care CEO Tim Tucker. Tim had a rather unusual proposition for Bob. Tim and the Augustana board of directors had spent much time considering the future of Augustana Care. Several members of the Augustana leadership team, including Tim, were nearing retirement. The obvious next step would have been to embark on a search process for the next generation of leaders, and to take great care in handing off their heritage of faith and mission of fullness of life. This would have been a daunting process, and during such transitions, there can be uncertainty. A different vision had begun to develop: joining together with Elim Care and their trusted leadership team. While Augustana Care and Elim Care were sponsored by different denominations, they had much in common. Together, they had over 200 years of experience serving older adults and those in need. Both organizations were started by followers of Jesus, and had maintained their legacy of faith for generations. Tim had confidence that Augustana Care's legacy of faith and excellence would continue well into the future in an affiliation with Elim Care.

Beyond the shared foundation of faith, an affiliation would provide numerous opportunities for growth and strength, bringing additional programs, services, and resources that would benefit residents and employees across all communities. There were many compelling reasons to consider the affiliation, but one major question had to be answered: could two organizations committed to two distinct denominations truly unify without sacrificing important tenets of belief?

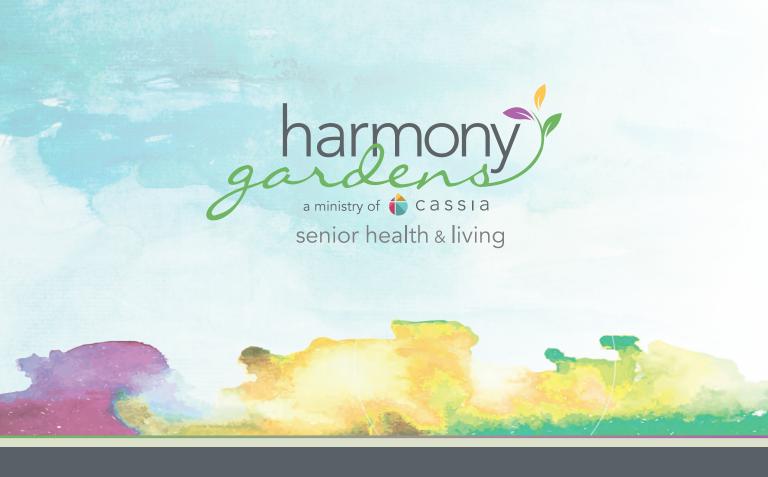
This question was carefully considered through counsel and prayer with the chaplains and boards from both organizations. The answer became clear. To honor the spiritual convictions of both organizations, they would create a "dual track" approach in spiritual care. Legacy Elim communities would always have a chaplain from the EFCA, while Legacy Augustana communities would always have a chaplain associated with the ELCA. For any communities built or added in the future, a decision would be made based on the needs of the surrounding community and presence of local churches. This approach would achieve unity, rather than uniformity, honoring the commitments and convictions of both organizations. Whether EFCA or ELCA, chaplains are unified in their commitment to serve all by following One.

With this unified vision, the possibility of coming together was brought before the North Central District of the Evangelical Free Church (NCD), which owned Elim Care. After a year of discussion and prayer, it was decided by the NCD pastors at the annual conference that the NCD would no longer own Elim Care, allowing the formation of Cassia to take place.

To ensure that the EFCA heritage would continue, it was determined that half of the Cassia board of directors would be made up of Elim Care board members. Further, the NCD would retain the responsibility of approving the Elim Care board members of Cassia in the future.

In order to start the next chapter with equality and unity, a new name was selected: Cassia.

The name was inspired by anointing oil made from the bark of the cassia tree and referenced in the Bible several times. It evokes both Elim Care and Augustana Care's commitment to healing and wholeness, and our commitment to innovating solutions that help those we serve to live well. Traditionally, cassia is said to symbolize the heart of a servant. The mission statements of both Elim and Augustana came together seamlessly as the new Cassia mission: to foster fullness of life for older adults in the spirit of Christ's love.



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