

NOVARE<sup>e</sup>®

2025 YEAR IN REVIEW

## Letter from the Chair



**JASON CRONK**  
*Novare Chair*

As we close out 2025, I'm grateful for the continued momentum and evolution of Novare as a collaborative learning community for nonprofit senior living leaders. This year reinforced the power of intentional engagement, shared learning, and investing in leaders at every level.

Our collectives, Leadership Development Program with Cornell University, and Management Essentials Program, continued to strengthen leadership benches and provide practical, mission-aligned tools for today's challenges.

2025 also marked important transitions. We said farewell to Emma Imes, our original Executive Assistant for eight years, whose dedication helped shape Novare from its earliest days. We were pleased to welcome Shannon Donnelly to the team as we look ahead. We also welcomed new Members Carleton-Willard Village and Presbyterian Living, further strengthening our community.

This year, we began renewing Novare's strategic plan, with plans to finalize it at the 2026 Spring CEO Forum, and we launched the process of selecting a new part-time president to guide Novare into its next chapter.

Thank you for your leadership and engagement! Novare is strong because of you.

Sincerely,

A handwritten signature in black ink that reads "Jason R. Cronk". The signature is fluid and cursive.

Jason Cronk  
*Novare Chair*

## NOVARE'S MISSION

To accelerate member potential through peer-inspiring, collaborative leadership in order to enhance the lives of older adults.

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# Novare Members



## NOVARE BY THE NUMBERS

18 Members

28 Communities

17 States

9,568 Units

# 2025 Accomplishments

## Welcome, Carleton-Willard Village and Presbyterian Living!

Novare welcomed two new Members—Carleton Willard Village in Bedford, Massachusetts, and Presbyterian Living in Skokie, Illinois. Carleton-Willard Village is a highly respected Life Plan Community and brings with it a rich legacy of innovation, service, and excellence in senior living. Presbyterian Living is a highly regarded Life Plan Community with several locations across the Chicagoland area. Both organizations are known for their strong commitment to person-directed living and creative wellness programs that truly enrich residents' lives. Other Members are excited for continued opportunities to partner and collaborate!

## Dashboard Task Force

A Novare Dashboard Company Task Force was established to explore dashboard companies, comprising eight participants and supported by Shannon Donnelly. The Task Force established a rating scale to evaluate dashboard companies, highlighting priorities for Members including functionality, security, customization, and utilization capabilities. Late in 2025, the final of seven identified providers was evaluated. Results and recommendations are expected at the 2026 CEO Spring Forum.

## Novare Longevity Advantage

Novare Longevity Advantage was established to enable Life Plan Communities to lead in longevity—expanding lifespan, healthspan, and “joyspan”—through a practical, evolving, evidence based platform that combines a shared toolkit, measurable outcomes, and staff enablement to personalize thriving for every resident and team. This came about from a CEO Forum where CEOs discussed creating a program for all Novare Members that could be packaged and sold.

## Tiger Committee



The Tiger Committee was established in partnership with Direct Supply to learn more about innovative new technologies. The Tiger Committee is dedicated to driving smart innovation that propels the excellence of Novare Member communities. The Committee is planning a virtual show-and-tell with Direct Supply to learn more about technology innovation.

## Resident Survey

Sixteen communities across 11 Novare Member organizations participated in the 2025 Novare Resident Engagement and Satisfaction Survey, allowing organizations to take the pulse on their resident engagement. The Novare resident benchmark was refreshed with 2025 data including responses from more than 4,757 residents. Findings included:

- 94% of respondents in Independent Living agreed that their community has a high-quality reputation.
- 93% felt satisfied with their community overall.
- 92% would recommend their community to others as a good place to live.

Satisfaction and Engagement Certifications tied to the Resident Benchmark Survey are provided to recognize Member accomplishments. Members may receive multiple certificates, including Pre-Eminent Community, Premier Community, and Outstanding Community.

## Novare on Social Media

Novare continues to use a company page on LinkedIn to enhance our brand image and reputation in the senior living industry. Members have enjoyed utilizing the platform to recognize their accomplishments, highlight Novare's innovation and strength, and share original reports.



# Training and Development



## 19 Leadership Graduates in 2025

In September, 19 participants graduated from the ninth annual Leadership Development Program (LDP). Participants started the eight-month program at Bishop Gadsden (Charleston, SC), hearing from CEO Sarah Tipton and building a strong cohort. Together they completed four rigorous, asynchronous leadership courses with Cornell University and closed the program in September at Immanuel Living (Kalispell, MT), hearing from CEO and Novare Chair Jason Cronk as well as General George Casey (ret.). This second-year partnership with Cornell University has received top scores from leaders on relevance, applicability, and ability to use immediately.

## Management Essentials Program

The Novare Management Essentials Program (MEP) took place April through October with more than 110 new managers and newly promoted managers across 10 Novare organizations. The MEP provides an opportunity to obtain knowledge, skills, and behaviors required for managing employees in an operational area/department.

## Collective Chairs Appointed

Fifteen Members accepted a role as Novare Collective Chair, a one-year opportunity providing recognition as a Novare leader. Collective Chairs lead peer collaboration teams, supporting initiatives, prioritizing “hot” topics, and organizing leadership opportunities. Each is chosen based on CEO recommendation, degree of participation, and experience. In 2025, Collective Chairs hosted four in-person meetings and 55 video conferences with over 430 participants!

## Novare Staff Development

In 2025, Novare said goodbye to Associate Executive Director Emma Imes. In June, Emma accepted a new role at Mather where she leads projects focused on defining and operationalizing Mather’s brand and experiences. Emma had supported Novare’s operations since 2017 and in those eight years, she helped formalize operating policies and procedures, launched new programs and explored innovative solutions, assisted in adding new Members and helped strengthen vendor partnerships. Emma has set Novare up for continued growth and success. Thank you for all you have done, Emma!

In August, Novare brought on Shannon Donnelly to serve as Executive Assistant. Shannon brings more than 10 years’ experience assisting C-suite members and planning large-scale meetings and events. We welcome Shannon and look forward to continuing to advance Novare’s mission with her!

## Events in 2025



CEOs at The Mather during the CEO Spring Forum 2025



CEOs at Masonic Homes Kentucky during the CEO Fall Forum 2025

### Two CEO Forums

The Spring CEO Forum was hosted by The Mather in Tysons, Virginia, and the Fall CEO Forum was hosted by Masonic Homes Kentucky in Louisville, Kentucky. CEOs enjoyed the opportunity to discuss partnerships with technology incubators, explore creating technologies dashboards to enhance how we make operational decisions, and develop a mentorship program for next generation leaders.

## Events in 2025 Continued

### Four Peer Exchanges

- A Novare Home Care Exchange took place in September, hosted by The Osborn in Rye, New York. Five attendees from five organizations came together to discuss home care organizations, operating systems and tech exchange, and marketing and referral growth.
- A Novare Human Resources Exchange took place in April, hosted by Vicar's Landing in Ponte Vedra Beach, Florida. Fifteen participants from 14 organizations discussed departmental structure, compensation and benefits, inclusion and diversity, and innovative programs and initiatives.
- A Novare Information Technology Exchange took place in January, held during the Consumer Electronics Show in Las Vegas, Nevada. Nine participants from eight organizations were able to explore the latest technology in fall detection, smart pillboxes, smart TVs, and autonomous driving vehicles.
- A Novare Finance and Operations joint exchange took place in June, hosted by The Legacy Senior Communities in Dallas, Texas. Thirty-six participants from 16 organizations came together to discuss strategic innovation, organizational maturity, operational benchmarking priority metrics, and operational benchmarking platforms.



Information Technology Exchange at CES, January 2025



Human Resources Exchange, April 2025

# 2025 Member Accomplishments

## Bishop Gadsden



Bishop Gadsden's 175th anniversary stood as the defining milestone of a year filled with meaningful achievements. Commemorative events were held across the community, and funds were raised to provide grants to neighboring organizations instrumental in the growth of Bishop Gadsden. As Bishop Gadsden looks to the next 175 years, the future is bright with growth and innovation. Notably, Seafields by Bishop Gadsden opened December 9th and was home to 48 happy residents by year's end.

Other highlights:

- Achieved BBB-/Stable Fitch Rating
- Closed \$49M Bond Financing for Wellness & Commons Reinvention, including new Aquatics Center and Performance Venue
- Raised a Record Total for Employee Appreciation Fund
- The historic Richardson House on BG land deemed National Register-eligible

## Blakeford Senior Life

2025 was a year worth celebrating at Blakeford Senior Life, highlighted by recognition affirming the exceptional care, community, and culture experienced every day. Blakeford was honored as both Best Assisted/Senior Living and Best Retirement/55+ Community in The Tennessean's 2025 Best of Music City awards, earned the *U.S. News & World Report's* Best Memory Care distinction, achieved WeCare Senior Care's coveted Best Places to Live, Work, and Heal awards—reflecting excellence for residents and team alike. Blakeford's LiveWell program also surpassed its membership goal, a major milestone. The community continued to thrive with engaging traditions, intergenerational partnerships, and renewed service standards through the B Proud campaign—making 2025 a year of pride, momentum, and shared accomplishment.



## Carleton-Willard Village



2025 was a very exciting year for Carleton-Willard Village with many accomplishments.

- Carleton-Willard Village's membership to be a part of Novare was approved by the Novare Governance Committee in June of 2025
- We were also approved to join Caring Communities in July, which is the leading Member-owned liability insurance company to exclusively serve not-for-profit senior housing and care organizations.
- We raised over \$15,000 and had 57 registered walkers for the Walk to End Alzheimer's.

## Carolina Meadows



Construction of our new SNF building is continuing and is on pace to be completed by mid-June. Happy to say we're on schedule and currently under budget. We're also in schematic design phase for 85 new independent living homes to be built at the site of the older SNF building. Site work is anticipated to begin in late 2026 after the older building has been razed. We've also begun master planning to systematically replace 120+ older independent living homes.



Revised General Statutes are now in place for all Life Plan Communities in North Carolina. Quarterly reporting requirements and standardized disclosure statements are just some of the new requirements. Oh, what fun we're having!

## Immanuel Living



Immanuel Living continued building momentum through execution, expansion, and measurable impact. In 2025, Immanuel Living formally established itself as a parent company, positioning the organization for scalable growth, long-term stability, and strategic partnerships. A major milestone was breaking ground on The Lofts at Buffalo Hill, a 39-residence independent living expansion opening in 2027; all residences are fully reserved. The project includes a new skybridge, dining venue “Wild Thyme” and new employee parking.

The Retreat at Buffalo Hill achieved 5-star status from CMS while the Immanuel Living at Home expanded its reach, supporting older adults to age in place across the Flathead Valley. Growing Roots Early Learning Center now operates two locations serving up to 160 children and was recognized as Best Early Learning Program in the Flathead Valley. Immanuel Living also earned top recognition for Best Assisted Living and Best Home Health Agency, reflecting strong resident satisfaction and staff engagement.

## Kāhala Nui



Looking back on Kāhala Nui’s 2025 accomplishments, our year commenced with the purchase of our land in January, a historic milestone securing the future of Kāhala Nui. In February we celebrated Kāhala Nui’s 20th anniversary with a special dinner event for our entire community. Tech upgrades this year included the implementation of campus-wide Wi-Fi, a centralized access control system, and a vehicle license plate reader. We launched a new wellness series for our entire community called *Mind, Body, Mālama* with a goal of building a stronger community of care and respect. Throughout the year, we captured and shared these experiences with powerful storytelling and videography. Our Foundation launched a grant opportunity of \$15k allowing others to discover what seniors are facing in our community. Finally in September, we celebrated another milestone—the 10th anniversary of our adult day care center, Live Well by Kāhala Nui.



## Lambeth House



In 2025, Lambeth House marked a year of leadership growth, meaningful partnerships, and cultural enrichment. Following the retirement announcement of Scott Crabtree, a thoughtfully planned succession elevated



two internal leaders: Jere' Hales to Chief Executive Officer and Cayla Scott Kennedy to Chief Operating Officer, effective March 1, 2026—ensuring strong continuity and a confident future. Lambeth House was also proud to join the Greater New Orleans Foundation's Healthcare Sector Partnership and to continue its valued partnership with YouthForce NOLA, both supporting a long-term strategy to attract young people to

careers in senior living and healthcare. Adding a special highlight to the year, Lambeth resident Russ Herman generously shared his personal art collection, offering the iconic works by Picasso, Chagall, and Matisse for all residents to enjoy.

## Lenbrook

This year, Lenbrook honored our more than 40 year old legacy by refreshing our mission statement. Our board of directors, resident leaders and management set out to craft a statement that was active, inspiring and inclusive of all stakeholder groups. A message that more fully reflects who we are today and what we want our purpose to be going forward.



Our clarified mission invites us to **engage together every day, nurturing an exceptional community where individuals can pursue connection, well being, and fulfillment.**

We also saw the following accomplishments:

- Fitch Ratings upgraded Lenbrook to BBB+ with a Stable Outlook
- Novare recognized Lenbrook as a Premier Community for Resident Satisfaction and an Outstanding Community for Resident Engagement and Resident Satisfaction
- Lenbrook ranked 24th on *Newsweek's* America's Best CCRCs 2026 list and listed as number one in Georgia
- Recognition by *Newsweek's* America's Best Nursing Homes 2026, ranked number one in Georgia
- Recognition on *U.S. News and World Report* Best Nursing Homes 2026 list
- Five-star Quality Rating by Centers for Medicare and Medicaid Services

## Lindsey Communities



2025 was a year of growth at ClarkLindsey! We completed our 5-year repositioning project with the opening of our new Independent Living building, including new amenity space and a new casual dining Bistro. We also expanded Lindsey Life (home- and community-based services company) with the launch of a satellite adult day center in Decatur, Illinois. We grew our leadership team and added a Vice President of Wellness & Membership, guiding our community toward whole-person wellness and a longevity focus. We also added a Vice President of Mission Advancement who will lead our philanthropic strategy, partnerships, and community engagement efforts, with a focus on strengthening sustainable annual funds and major gift programs through training and mentorship.

## Masonic Homes Kentucky

This past year was both memorable and historical for Masonic Homes Kentucky, it being the anniversary of our 100th year on our current property.



To commemorate the anniversary, we dedicated a new monument and garden area for a statue that our orphanage alumni donated to us several years ago.

Clay Active Lifestyle Community, one of the original buildings on campus, was under construction for six boutique Life Care apartments when it caught on fire. That disaster turned out to have its benefits as we were able to reconstruct some historical features of the building that we may not have otherwise done. Despite the fire, the contractor delivered the building on time, and it will be fully occupied in March. This effort was such a success for us—having 12 deposits on six units—that we are identifying the next building to convert to Life Care apartments.

Operationally, five of our business lines performed better financially than they did the previous year. Our Sales team had a record year with 50 Independent Living closings.

While 2025 was a celebration of the past, we set our sights on future as we look to Central Kentucky to build a new Life Care community. We have identified some property and are in the process of negotiating the terms and beginning the process.

## Mather



2025 was a Nextraordinary™ year for Mather’s Wellness Living Communities, community-based programs, and Mather Institute. Key accomplishments included:

- The Mather (Tysons, VA)—2024 opening—was ranked **first among the Top 25 “Best in Wellness”** senior living communities in North America, earning an ICAA NuStep Beacon Award.



- Mather communities exceeded occupancy goals: all existing communities achieved 100% sold and 99% occupancy status.
- S&P improved Mather Foundation’s long-term bond rating from “A+” stable outlook to “AA-” stable outlook, based on growth of Mather’s investment portfolio, Life Plan Community performance, and strength of senior management team in developing/operating Life Plan Communities.
- Mather’s mission activities served 45,000 older adults across Chicagoland.

- Mather Institute implemented impactful research studies including Aging Well Across Cultures.

## Montereau

In 2025, Montereau continued to strengthen its operational backbone and achieved measurable progress across our Five Foundational Pillars: Fiscal Stability; People Development through the Delivery of Exceptional Service Standards; Exquisite Culinary; Lifestyle and Integrated Wellness; and Elite Healthcare.



A central focus was the structuring and maturation of our healthcare delivery model, ensuring it is scalable, survey-ready, person-centered, and fully integrated with our hospitality and lifestyle philosophy.

### Key Initiatives and Advancements

- Introduced PRISM™ in Abbey Memory Care, a specialized, ability-based care model PRISM shifting care from task-driven to person-centered, emphasizing pre-served abilities, dignity, and meaningful engagement.
- We strengthened our healthcare infrastructure and clinical discipline through clearer role delineation, standardized workflows, and enhanced interdisciplinary collaboration across Independent Living, Assisted Living, Memory Care, and Skilled Nursing.
- Improved staffing and scheduling discipline with a more acuity-aware, data-informed approach to workforce planning.
- Launched our RDD (Rigor, Discipline, and Detail) leadership training and redesigned onboarding.

## Moorings Park



- All three Moorings Park communities were honored with “Best in Wellness” awards for the ICAA NuStep Beacon Award.
- Launched TrueSpan, a unified, organization-wide initiative integrating health, longevity, technology, and engagement.
- Maintained A+/A Ratings, Centers for Medicaid and Medicare Services 5-star rating.
- Grande Lake Growth:
  - EOY 2025 – 191 operational units with 188 units sold.
  - Buildings E and C, with a total of 54 units, are currently under construction. 48 units have been reserved—anticipated closing date: 2027
  - Opening, GardenView, hospitality forward, tech-enabled Assisted Living in November 2025. 17 out of 23 units sold by year end.
- 1,234 residents across the three communities
- Home Health VIP client census increased 61%, Life Care Management Program census increased by 12% and Certified Census increased by 16% from 2024. \$12m in revenue.
- Moorings Park has maintained a listing of #4 in Newsweek for America’s Best Continuing Care Retirement Communities

## The Osborn



In 2025, The Osborn achieved another year of record move-ins, driven by strong resident and staff engagement. The organization’s WellSpring initiatives which focused on engagement, enrichment, and lifelong learning, were central to this success. These efforts were reflected in several notable recognitions:

- Named one of *Newsweek’s* **America’s Best Continuing Care Retirement Communities**
- Osborn Pavilion recognized by *U.S. News & World Report* as one of the **Nation’s Best Nursing Homes**, earning a **High Performance** rating in both Long-Term Care and Short-Term Rehabilitation
- Awarded “**Best of Westchester for Senior Residences**”
- Affirmed Fitch “**A**” credit rating

## Presbyterian Living



This year marked substantial growth as we completed a comprehensive rebranding initiative with new logos, redesigned collateral, and new vision statement that positions us for continued growth in the coming year.

- The Moorings Expansion project exceeded pre-sale goals for our new 70-unit luxury independent living building three months ahead of schedule, securing project financing.
- We implemented AI-backed admission software across our skilled nursing communities, resulting in notable census increases at all locations.
- Presbyterian Living earned “Best Place to Work” designation and was recognized with the “Marsh McLennan Agency MRMH Award” for our ongoing dedication to employee wellness and creating a culture of health.
- Awarded “Elevating the Experience” and “Operational Optimizer” Dining Innovation Awards from Senior Housing News
- We maintained our A- Fitch rating for the obligated group and achieved a BBB- Fitch rating for the Moorings.

## Saint John's On The Lake

2025 marked a milestone year of transition and achievement for Saint John's On The Lake. Following the retirement of Renée Anderson after 28 years of dedicated service, Matthew Loyd was appointed President & CEO in May 2025, having served as Chief Operating Officer



since 2021. In June, Liz Brzeski was promoted to Chief Operating Officer, further strengthening the organization's leadership team.

The Saint John's Foundation exceeded expectations by raising 125% of its \$1.7 million fundraising goal to endow physician services. This achievement builds on the enhanced clinical partnership established in 2024 with the Medical College of Wisconsin, which brought a board certified geriatrician to campus three days per week and elevated the overall level of wellness support for residents.

Saint John's also celebrated strong operational performance in 2025. Independent living apartment occupancy surpassed 96%, reflecting sustained demand and resident satisfaction. Additionally, the organization achieved a major workforce milestone, reducing employee turnover to below 28%, underscoring progress in culture, engagement, and retention.

## Vicar's Landing



2025 marked a significant year of growth for Vicar's Landing! We are nearing completion of the final phase of our stunning Oak Bridge campus expansion, adding 43 beautifully designed assisted living homes and 18 memory care residences, along with new staff and professional office space.



At our Sawgrass campus, we launched the first phase of a multi-year master plan with construction of a parking garage and operations center, setting the stage for enhanced resident spaces and long-term growth. We also announced the purchase of land in Jacksonville for a new community focused on wellness and longevity as shown in these renderings. We plan to open Vicar's Landing at eTown in 2031.

## Waverly Heights



Waverly Heights experienced another year of growth, financial strength and innovation in 2025.

- Maintained a Fitch A- stable rating with record days cash on hand, further enhancing our organization's financial strength. Successfully and expeditiously secured reservations for thirty-six new apartments as part of the Independent Living expansion project
- Recognized at the Pre-eminent Community based on results from the Resident Satisfaction and Engagement Survey.
- Reached a milestone of over 700 members on the Priority Membership List for occupancy at Waverly Heights
- Supported a partnership with The Pennsylvania State University by endowing the Hospitality in Senior Living course, which enlightens students about the exceptional career opportunities in Aging Services.
- Dining program featured in an article by food writer for *The Philadelphia Inquirer* with the headline, "This retirement community meal was the best I've had on The Main Line."
- Waverly Care, our home care company, provided more hours of service than in any previous year.

# 2025 Novare Governance Committee



**Jason Cronk**  
Chair  
President/CEO  
Immanuel Living



**Matthew Anderson**  
Vice Chair  
President/CEO  
The Osborn



**Deb Reardanz**  
Treasurer  
President/CEO  
Lindsey Communities



**Sarah Tipton**  
Secretary  
President and CEO  
Bishop Gadsden



**Thomas Garvin**  
Officer  
President/CEO  
Waverly Senior  
Services



**Bruce Jones**  
Officer  
CEO, Vicars Landing



**Mary Leary**  
Officer  
President and CEO  
Mather

# Novare Member Directory

## **Bishop Gadsden**

1 Bishop Gadsden Way  
Charleston, SC 29412  
bishoppadsden.org

## **Seafields at Kiawah Island by Bishop Gadsden**

200 Farm Lake View  
Kiawah Island, SC 29455  
seafields.com

## **Blakeford at Green Hills**

11 Burton Hills Blvd.  
Nashville, TN 37215  
blakeford.com/greenhills

## **Carolina Meadows, Inc.**

100 Carolina Meadows  
Chapel Hill, NC 27517  
carolinameadows.org

## **Immanuel Living at Buffalo Hill**

185 Crestline Ave.  
Kalispell, MT 59901  
ilcorp.org

## **Kāhala Nui**

4389 Malia St.  
Honolulu, HI 96821  
kahalanui.com

## **Lambeth House**

150 Broadway  
New Orleans, LA 70118  
lambethhouse.com

## **Lenbrook**

3747 Peachtree Road, NE  
Atlanta, GA 30319  
lenbrook-atlanta.org

## **Lindsey Communities**

101 West Windsor Road  
Urbana, IL 61802  
clarklindsey.com

## **Masonic Homes Kentucky**

330 Masonic Home Drive  
Masonic Home, KY 40041  
masonichomesky.com/  
locations/louisville

## **The Mather (Evanston, IL)**

425 Davis Street  
Evanston, IL 60201  
thematherevanston.com

## **Splendido**

13500 N. Rancho Vistoso Blvd.  
Tucson, AZ 85755  
splendidotucson.com

## **The Mather (Tysons, VA)**

7929 Westpark Drive  
Tysons, VA 22102  
themathertysons.com

## **Mather Place**

2801 Old Glenview Road  
Wilmette, IL 60091  
matherplacewilmette.com

## **Montereau**

6800 South Granite Avenue  
Tulsa, OK 74136  
montereau.net

## **Moorings Park**

120 Moorings Park Dr.  
Naples, FL 34105  
mooringspark.org/moorings-park

## **Moorings Park Grande Lake**

7410 Little Lane  
Naples, FL 34105  
mooringspark.org/  
moorings-park-grande-lake

## **Moorings Park at Grey Oaks**

2591 Rue du Jardin  
Naples, FL 34105  
mooringspark.org/  
moorings-park-at-grey-oaks

## **The Osborn**

101 Theall Road  
Rye, NY 10580  
theosborn.org

## **Presbyterian Living**

8707 Skokie Blvd  
Skokie, IL 60077  
www.presbyterianliving.org

## **Saint John's On The Lake**

1840 North Prospect Avenue  
Milwaukee, WI 53202  
saintjohnsmilw.org

## **Vicar's Landing at Sawgrass**

1000 Vicar's Landing Way  
Ponte Vedra Beach, FL 32082  
vicarslanding.com/#home\_intro

## **Vicar's Landing at Oak Bridge**

251 English Oak Drive,  
Ponte Vedra Beach, FL 32082  
vicarslanding.com/oakbridge

## **Waverly Heights**

1400 Waverly Road  
Gladwyne, PA 19035  
waverlyheightsltd.org



To learn more about Novare, visit us online at [Novare.org](http://Novare.org),  
[linkedin.com/company/novare-consortium-llc/](https://www.linkedin.com/company/novare-consortium-llc/) or email us at [info@Novare.org](mailto:info@Novare.org)