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Annual Report

3 Farm Road
New Canaan, CT 06840 Phone (203) 594-5200 www.waveny.org

Mission

Waveny LifeCare Network provides a comprehensive continuum of healthcare to serve the growing needs of adults from all areas.

We offer a progression of therapeutic programs, services and living options to enhance quality of life for those we serve.

Vision

We seek to provide the highest quality of compassionate, person-centered care in a not-for-profit setting.

We are committed to offering services and resources to continually meet and exceed the growing needs of older adults and their families.

Values

QUALITY

EXCELLENCE

COLLABORATION

COMMUNITY

ACCOUNTABILITY

ADVOCACY

Get to know us before you need us

Waveny LifeCare Network is a trusted, community-focused nonprofit offering a full continuum of compassionate healthcare services, therapeutic programs, and flexible living options that enhance quality of life.

ON OUR CAMPUSES



Retirement Living

A supportive community for active seniors.



Memory Care Assisted Living

Therapeutic and clinical approach to specialized memory care.



Rehabilitative Services

Inpatient and outpatient rehabilitative care.



Skilled Nursing

Award-winning long- and short-term clinical care.



Kathleen M. Fruin, RN, Nursing School

Training the next generation of healthcare professionals.



The Navigator & Adult Day Program

Alzheimer's & dementia caregiver resources, support, and access to our on-campus Adult Day Program.

ACROSS FAIRFIELD COUNTY



Home Health Care

Licensed and certified nurses, therapists, and essential home care.



Telemedicine

Robust at-home health care, monitoring, and intervention.



Palliative & Hospice Care

Comprehensive physical, emotional, and spiritual care.



Geriatric Assessment

Clinical, pharmacological, multi-disciplinary assessments.



Community Outreach

Health screenings and wellness services at schools, work, and in the community.



Healthcare Education

Patient navigation, pharmacological research, and insurance education.

A Message from Our President & CEO and Board Chair

For more than half a century, Waveny LifeCare Network has stood for more than just healthcare.

We have been a steadfast presence—a source of hope, healing, and dignity—for thousands of individuals and families across our region. In moments of recovery, transition, and life’s most tender chapters, Waveny has been there with compassion, healing, and purpose.

From advanced nursing and physical rehabilitation that restore strength and independence, to home care and telemedicine that sustain it, to assisted living that fosters connection and community, to hospice care that honors life with grace—Waveny accompanies each journey with clinical excellence, human dignity, and unwavering compassion.

In 2025, we embarked on an ambitious campaign to meet the growing needs of our community. This effort was driven by a clear imperative: to expand short-term rehabilitation capacity, strengthen nurse education and development, and reinforce the healthcare safety net for seniors and neighbors who have outlived their retirement savings.

Because of your trust—and your continued generosity—in 2026 we are advancing transformative investments that will shape the future of care at Waveny:

Initiating construction to expand our acclaimed 5-Star Short-Term Rehabilitation program with 30 new private rooms, enabling us to serve more patients with exceptional clinical outcomes, modern amenities, and a healing environment designed to support recovery and a confident return home.

Growing our innovative nursing education pipeline through the Kathleen M. Fruin, RN, Nursing School. This pioneering, tuition-free earn-as-you-learn program has already graduated more than 220 nursing aides, providing not only education, but salaries, benefits, mentorship, and long-term career support—strengthening healthcare across our region.

Fortifying our Endowment Fund to sustain Charity Care, ensuring that every senior within



the Waveny LifeCare Network can access advanced healthcare services regardless of financial circumstance.

Your financial support is not simply an investment—it is a vote of confidence in our mission and our future. We invite you to stand with us for another generation, knowing that we will work every day to earn your trust and stewardship. To support Waveny is to contribute to a lasting legacy of care for our community, our families, our neighbors, and our friends.

Amid today's economic pressures and evolving healthcare challenges, one thing will never waver: our gratitude. We are deeply thankful for our generous donors, extraordinary staff, devoted partners, and the individuals and families we are privileged to serve. Like you, we persevere—because our mission is too

important to do otherwise. Together, our collective resilience makes our impact possible.

As a not-for-profit organization offering a full continuum of care, Waveny continues to demonstrate strength, innovation, and adaptability in meeting the needs of those who depend on us most. Together, we will continue advancing extraordinary care—today and for the future.

We invite you to explore this annual report and learn more about Waveny LifeCare Network. When your family or community needs us, we will be here.

Thank you for being an integral part of our journey. Your support empowers us to serve with purpose, innovation, and compassion.

With gratitude,

K. Rone Baldwin
Chairman of the Board

Russell R. Barksdale, Jr., PHD, MHA/MPA, FACHE
President & CEO

A Year in Review

204

Telemedicine Patients

Provided care through remote health monitoring

1,000

Patients & Residents Served Each Day

Across the Waveny LifeCare Continuum

\$3.15MM

Charity and Uncompensated Care

Supported by the Waveny Charity Fund

416

Blood Pressure Screenings

Free of charge across Fairfield County

35,126

Homecare & Hospice Visits

Provided by Waveny Visiting Nurse & Hospice

9,800+

Volunteer Hours Across Waveny's Network

Offered by 450+ volunteers

467

Waveny Care Center Rehabilitation Patients

Admitted throughout the year

52

Students Enrolled in the Kathleen M. Fruin RN, Nursing School

Tuition-free education supported by grants, individual philanthropy and Waveny operating funds at \$10k per student

28,342

Nurse Visits

Caring for students at local schools

Patient Stories

“We expected exceptional quality, and that's exactly what we've gotten.”

- Jim D'Acosta



Jim D'Acosta, a Fairfield high school teacher, never imagined that Waveny would become such a meaningful part of his family's story. His parents, longtime New Canaan residents, first joined the independent living community at The Inn. As their needs evolved, they moved seamlessly to assisted living and memory care at Farm Road—remaining within the same trusted network of care every step of the way.

"When asked about why his family chose Waveny, Jim noted three compelling reasons.

First and foremost, Waveny's nonprofit mission was to provide quality care at the highest level. As Jim explains, "I'm confident that the money's being spent on patient care, paying professional staff, and making sure the facilities are safe." Second, Jim was comforted knowing that his parents would never be asked to leave if their financial circumstances were to change. Reassurance that Waveny would be able to step in and provide additional support and coverage in circumstances of depleted resources provided invaluable peace of mind. Finally, Waveny's network allowed his parents to remain in New Canaan—a community they had long loved and been a part of. They had volunteered at Waveny, visited friends here, and felt a deep sense of familiarity with the campus.

That familiarity became especially meaningful during Jim's father's final days. While receiving hospice care at Waveny, James was surrounded by the comforts of home. His room was filled with familiar furniture and treasured photographs—images of his parents, his children, grandchildren, and great-grandchildren. One cherished photograph from his mother, kept close for more than 50 years, helped anchor his memories and brought comfort in moments that mattered most.

Jim's father eventually passed away at the age of 98, however, his 96-year-old mother is still receiving care. Each week, they share meals together the same way he would if she were at home, a ritual that reflects the continuity, comfort, and sense of home that Waveny provides.

When Jim thinks about Waveny, two words come to mind: **professional and caring**—a simple yet powerful testament to the compassion and excellence his family experienced.

Patient Stories

“Waveny makes saying goodbye to a loved one less painful by anticipating things you can't see while you're going through grief.”

- Mary Stockdale



When Mary Stockdale's mother, Rita, was in need of home hospice and palliative care, Waveny Visiting Nurse and Hospice was an easy choice. Mary already knew Waveny LifeCare Network well—family members had received care here before, and the familiarity with our organization brought comfort during a challenging time. “I knew your community,” Mary said, “I felt comfortable with the name and the care.”

What followed exceeded her every expectation, *“I didn't expect it to be as wonderful as it was.”* Mary's family experienced not only expert medical care, but genuine compassion and kindness. *“There was care, nurturing, and a willingness to go beyond nine-to-five,”* she shared.

For Mary and her four brothers, the emotional weight of hospice care and coordination felt overwhelming at first. Recognizing this, Waveny Nurse, Mary Ross, gently recommended proceeding with palliative home care, meeting the family where they were, both medically and emotionally. As Rita's needs increased, Waveny was able to bring in a night nurse, giving the family much needed time to rest knowing their mother was safe and never alone.

With her pain thoughtfully managed, Rita was able to remain present—sharing conversations, meaningful moments, and heartfelt goodbyes with her extended family. That time was a gift.

Reflecting on her experience, Mary describes the reassurance Waveny provided saying, *“you hire very qualified people—exceptional people. They weren't watching the clock. They didn't mind being called if something happened.”*

It is this kind of compassionate, unwavering care that leaves a lasting impression on our patients and families. Going above and beyond what's expected is what makes Waveny a cherished resource to those who trust us during difficult times.

Delivering Virtual Care with Real Impact



Waveny's Telemedicine Program transforms healthcare access, making a measurable impact in patient care and oversight.

Waveny's Telemedicine Program is transforming how care is delivered by making clinical expertise readily available to patients from the comfort of their home. Using secure, easy-to-use technology, providers remotely monitor vital signs and health conditions, enabling early intervention when needed. Continuous sharing of medical information with care teams enhances patient safety while reducing common barriers to care such as travel and appointment scheduling. Patients can also participate in real-time video visits and health screenings with licensed providers using tablets and equipment supplied by Waveny.

During the 2025 fiscal year, the Telemedicine program at Waveny Visiting Nurse and Hospice effectively managed a variety of conditions, including congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD), hypertension, and atrial fibrillation (AFib) for over 200 patients. The program demonstrated strong patient engagement, with over 95% of

users stating satisfaction with the program itself, and over 94% of users reporting that the telemedicine program makes them feel more involved in their health care. Patient feedback suggested that equipment is easy to use, encouraging strong participation. Being able to closely monitor the telemedicine patients and provide high levels of care remotely, is reflected in not only our positive satisfaction reports but also in clinical performance outcomes.

A key outcome of the program's successful engagement is our ability to prevent hospital admissions, which remained below 7% throughout the year. This achievement places our agency in the top 1% nationwide for home care and is largely attributed to the effectiveness of the telemedicine program in providing proactive and preventable care.* Our goal for the upcoming year is to continue growing participation in the telemedicine program, reaching more patients with this unique and effective service offering.

Waveny Charity Care

Waveny LifeCare Network remains steadfast in our commitment to serving those who trust us with their care.

For many older adults, one of the most profound and enduring fears is the possibility of outliving their retirement savings. Today, that fear is no longer theoretical. It is an increasingly common reality. Rapidly rising medical and pharmaceutical costs, out-of-pocket or out-of-network copays, coupled with a severe shortage of affordable, senior-appropriate housing, have placed extraordinary financial pressure on our aging population. In this landscape, when managing health is the utmost priority, a growing number of seniors quietly rely on Charity Care to access essential healthcare services.

As a nonprofit organization, the responsibility of fulfilling Waveny LifeCare Network's mission to provide Charity and Uncompensated Care is both complex and costly. Maintaining our facilities, ensuring a strong financial safety net, and sustaining the nursing staffing levels required to achieve a 5-Star quality rating require significant and ongoing investment. Despite these challenges, Waveny remains unwavering in our promise to those who entrust us with their care.

Today's healthcare environment presents persistent financial headwinds. Residents and patients—whether insured through a government sponsored program or Medicaid—do not generate reimbursement sufficient to cover the true cost of care. Government-regulated rates routinely fall well below actual expenses, creating systemic shortfalls that

healthcare providers must absorb in order to deliver compassionate, high-quality services. When financial resources become limited, Waveny never compromises on the quality or continuity of care.

In the 2025 fiscal year we provided:

\$3M+ **Total Financial Assistance**

\$2M+ **Covering Shortfalls and Insurance Gaps**

\$1M+ **Charity Care Coverage**

These vital services are supported by philanthropy. The generosity of the Waveny family of donors and our broader community directly sustains our ability to care for neighbors in need—today and well into the future. Your support does more than bridge financial gaps; it protects dignity, ensures stability, and restores hope for those who depend on us.

Together, we can ensure that no individual is ever denied exceptional, 5-Star care because of financial hardship—and that remains at the heart of aging well in our community.

Financial Performance

Fiscal Year 2025

Waveny LifeCare Network achieved strong financial performance in FY2025, reflecting growing demand for services alongside disciplined financial stewardship. Total revenue increased by approximately \$2.5 million to \$44.3 million, driven primarily by expanded patient care services. The organization generated operating income of \$3.1 million — a significant improvement over the prior year. Positive investment performance and other non-operating activity further contributed to an overall increase in net assets of \$5.5 million.

These results position Waveny to continue investing in innovation, expanding access to care, and advancing its mission while preparing responsibly for the future healthcare needs of our community.

REVENUE	Fiscal Year 2025	Fiscal Year 2024
Patient Care	\$43,875,485.00	\$41,563,208.00
Unrestricted Contributions (Net)	467,285.00	321,725.00
Other Revenue		
TOTAL REVENUE	44,342,770.00	41,884,933.00
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OPERATING EXPENSES		
Salaries & Benefits	28,198,327.00	28,675,359.00
Non-Labor Expenses	11,149,056.00	11,051,972.00
Depreciation & Amortization	1,892,220.00	1,906,288.00
TOTAL OPERATING EXPENSES	41,239,603.00	41,633,619.00
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OPERATING INCOME	3,103,167.00	251,314.00
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Non-Operating Income and Expenses (Net)	668,945.00	(346,905.00)
Investment Income & Expenses (Net)	1,736,802.00	3,546,140.00
Unrealized Gains on Investments (Net)	2,405,747.00	3,199,235.00
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CHANGE IN NET ASSETS	\$5,508,914.00	\$3,450,549.00

The Board & Leadership

Fiscal Year 2025

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