



SERVIAM™  
CARE NETWORK



# 2024 Public Benefit Corporation Report

# Table of Contents

- 2** Board of Directors' Statement
- 3** How We Chose Our 2024 Theme
- 4** 2024 Measurement Standards
- 6** Communities and Operators Using the VIA Platform  
(Higher Path™ Operating System)
- 8** Growth in Serviam Care Network Membership
- 10** Serviam Thought Leadership and Industry Engagement
- 12** Seniors Impacted by Serviam Services

# Letter from the Chairman



As we move forward into 2025 and reflect on Serviam’s fourth anniversary, which we celebrated on January 26, I am deeply humbled by the journey we have shared. 2024 was a testament to the transformative power of purpose, collaboration, and shared vision. Our unwavering mission—being in service to the transformation of how America cares for seniors—guides us daily and inspires every milestone we achieve.

In 2024, Serviam advanced its public benefit purpose in meaningful ways. From processing our first specimen at Serviam Diagnostics to expanding our Network and strengthening key initiatives, we took bold steps to drive innovation and elevate senior care. The Value-Based Care Workshop in Atlanta brought senior living industry leaders together, solidifying our position as thought leaders and reinforcing our commitment to redefining the future of care for seniors.

The growth of our Network this past year exemplified the wisdom of the African proverb: “If you want to go fast, go alone; if you want to go far, go together.” With 45 members and nearly 162,000 residents served, each connection and partnership has brought us closer to creating a care system that is innovative, compassionate, and impactful. Together, we are proving that working as one can be a catalyst for meaningful and lasting change.

Looking ahead to 2025, we are energized by opportunities that lie ahead to drive further meaningful change. Our priorities include commercializing Serviam Pharmacy, launching Serviam Hospice, and creating the One Serviam platform to unify and elevate our operations. These initiatives reflect our dedication to building a legacy of care that truly serves seniors, families, and caregivers.

None of this would be possible without the steadfast support of our stakeholders. Your belief in our mission and your commitment to this work inspire us daily. Together, we are not merely envisioning a better future for senior care—we are creating it.

With heartfelt gratitude and optimism,

A handwritten signature in black ink that reads "Ron". The signature is stylized and cursive.

**Ron K. Barger**  
Chairman

# Serviam Care Network, P.B.C., Board of Directors' 2024 Benefit Corporation Act Statement

The Board of Directors of Serviam Care Network, P.B.C., prepared the following statement pursuant to the requirements of Title 8, Chapter 1, subchapter XV, Section 366 of the Delaware Code, otherwise known as the Delaware Public Benefit Corporations Act:

“It is the opinion of the board of directors of Serviam Care Network, P.B.C., that the public benefit corporation succeeded in pursuing its general public benefit purpose in all material respects for the period from January 1, 2024 through December 31, 2024.

## **Serviam Care Network, P.B.C. Board of Directors**

**Ron K. Barger, *Chairman***

**Tim Donnelly**

**Doug Duncan**

**Andy Eby**

**David Perry**

**Mark Price**



# How We Chose Our 2024 Theme

## See the Elephant: A Year of Seeing the Whole Picture

There's an old parable about six blind men who encounter an elephant for the first time. Each man touches a different part of the animal and describes what he perceives. One, feeling the trunk, insists it is a snake. Another, holding the tusk, believes it is a spear. The one grasping the leg swears it is a tree, while the man touching the ear describes it as a fan. The blind man with his hands on the side is convinced it is a wall, and the one holding the tail argues it is a rope. Each of them is partially right—but none of them can see the whole elephant.

This is what often happens in senior living and healthcare. Operators, caregivers, and providers focus on their own individual challenges without recognizing the broader system at play. But at Serviam, we see the whole picture.

We recognize that the world—and senior living in particular—is interconnected. This mindset pushes us to think big, act boldly, and challenge the status quo. We don't settle for siloed solutions. Instead, we integrate care, operations, and innovation to create something greater than the sum of its parts.

In 2024, this perspective guided everything we did. Instead of fragmented efforts, we integrated care models, expanded collaboration, and pushed the industry forward. This report will showcase how we embraced bold, systemic change. Only by bringing all the pieces together can we truly transform the future of senior care.

## Serviam's Core Values

### Servant's Heart

Inspired by our purpose, we put the needs of others before our own. Through heart-led service, we express this purpose to the world.

### Omotenashi

We anticipate, by intention and attention, the needs of others even before they are aware. In responding to those needs, our service exceeds expectations.

### See the Elephant

We see an interconnected world holistically. This mindset endows thinking that is big, bold, and different, and it empowers us to challenge the status quo.

### Never Settle

We are mindful about the quality of who we are, what we do, and how we serve. We do this through a commitment to exceptional execution, continuous curiosity, learning, and improvement.

### Unapologetically Purpose Driven

Called by our purpose to impact lives, we journey with relentless resolve and resilience to lead change. We succeed.

# 2024 Measurement Standards

## A Year of Validation and Deepening Impact

At Serviam, measurement isn't just a formality—it's a fundamental part of our commitment as a Public Benefit Corporation (PBC). Unlike traditional corporations that focus solely on shareholder returns, PBCs are legally required to balance financial performance with a broader public mission. Our measurement standards ensure that we are not just saying we make a difference—we are proving it.

### Why Measurement Standards Matter

- **Accountability:** We hold ourselves to high standards, ensuring that our mission to transform senior care is backed by tangible outcomes.
- **Benchmarking and Growth:** By tracking our progress, we identify areas of strength and opportunities for improvement.
- **Legal Compliance:** As a Delaware PBC, we must establish and assess measurable goals that align with our stated purpose.
- **Trust and Credibility:** Our stakeholders—senior living operators, families, and industry leaders—deserve transparency in how we drive impact.

### What This Means for You

The data tells a compelling story: Serviam has moved from concept to commercial adoption, from early advocacy to industry influence. Whether you're a senior living operator, a senior living vendor, or a healthcare leader, these measurement standards offer clear evidence of a system that works—a system that prioritizes better care, better outcomes, and a stronger future for senior living.

In releasing our 2024 PBC Report, we used one of our core values, See the Elephant, as our guiding theme—demonstrating how our holistic, bold, and status-quo-challenging approach has led to real, measurable progress. This year wasn't just about growth—it was about proving that what we are building is the future of senior care.





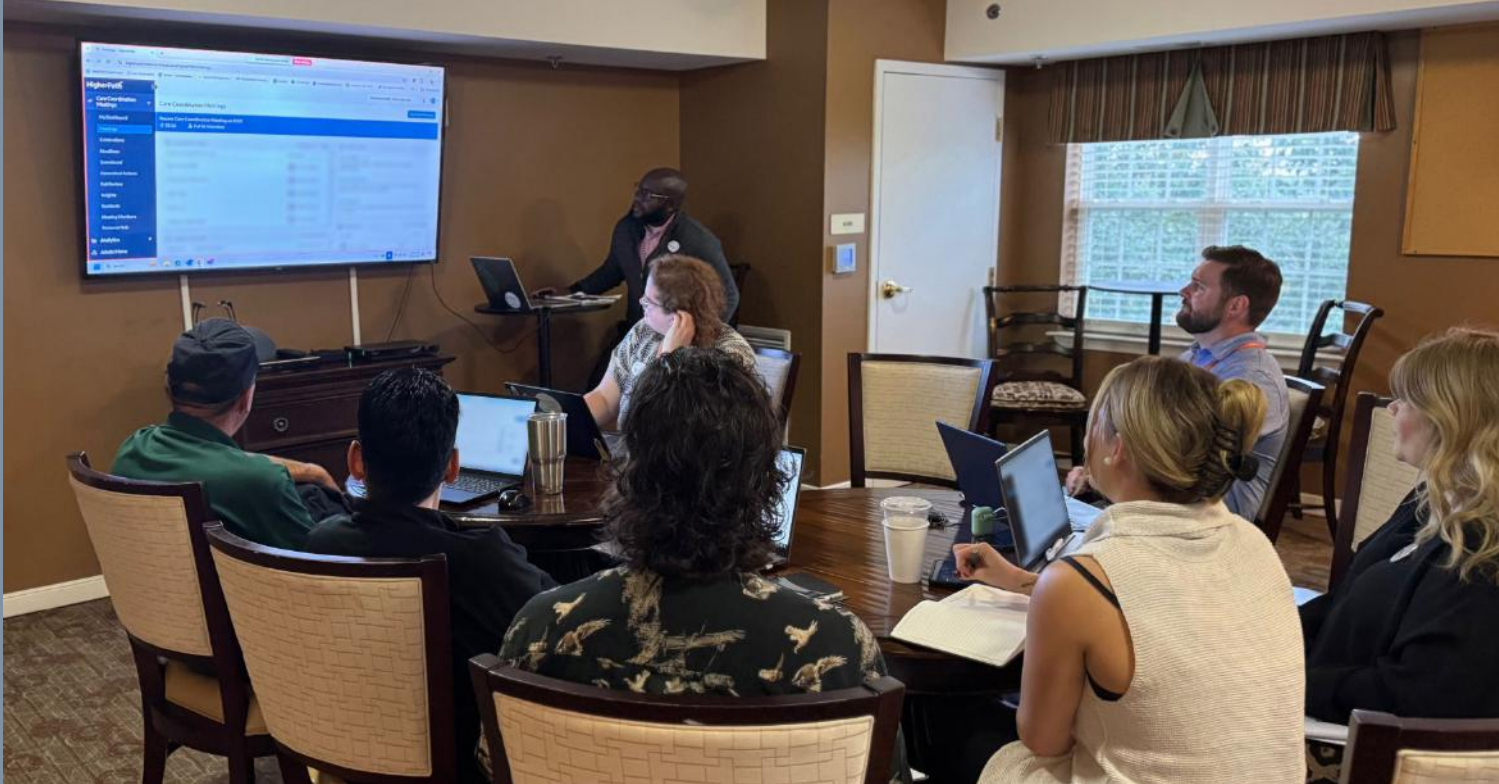
# The Year of Seeing the Elephant

This year, Serviam’s measurement standards reflected both validation and deepening impact. We didn’t just scale—we strengthened the foundation of what it means to be a leader in this space.

Our 2024 measurement standards, approved by the Board, include:

- **Communities and Operators Using the VIA Platform (HPOS™):** Measuring the adoption of our integrated technology platform that enhances senior care coordination.
- **Growth in Serviam Care Network Membership:** Tracking the expansion of our coalition of senior living providers.
- **Serviam Thought Leadership and Industry Influence:** Measuring our presence in conferences, publications, and advisory roles as we shape the future of senior living.
- **Seniors Impacted by Serviam Services:** Capturing the number of seniors benefiting from Serviam’s core offerings, including:
  - Network Membership
  - VIA Platform (HPOS™) adoption
  - Serviam Diagnostics and Pharmacy services
  - Seniors in our value-based care (VBC) alliances





Commonwealth Senior Living Charlottesville team running a HigherPath™ meeting.

# Communities and Operators Using the VIA Platform (Higher Path™ Operating System)

## Transforming Care Through Coordination

At Serviam, we believe the future of senior care isn't about isolated services—it's about integration. This belief drives our commitment to value-based care (VBC), a healthcare model that prioritizes better outcomes, improved patient experiences, and cost efficiency over the traditional fee-for-service approach. But achieving true VBC success requires more than just intention—it requires seamless care coordination that ensures healthcare providers, caregivers, and senior living operators work together to meet each resident's unique needs.

### The Power of Care Coordination in VBC

For too long, healthcare in senior living has been fragmented. Hospitals, primary care providers, pharmacies, and senior living communities often operate in silos, leading to gaps in communication, duplicated treatments, and missed opportunities for preventive care. This drives up healthcare costs and results in poorer outcomes for seniors.

### From Concept to Commercial Adoption

In 2023, HPOS™ was a vision—a beta concept designed to revolutionize care coordination. By 2024, it had transitioned from early adoption to full-scale implementation, proving its value across 19 senior living communities and 4 operators, including:



This milestone validates that coordinated, person-centered healthcare is not just possible but scalable.



# HPOS™ in Action


## The Value-Based Care Alliance of Virginia

A prime example of the impact of HPOS™ can be seen in our Value-Based Care Alliance of Virginia. Here, we've created a system where healthcare providers, senior living operators, and specialists collaborate in real time to address resident health proactively rather than reactively. HPOS™ serves as the central hub that ensures:

- Coordination between primary care providers, specialists, and senior living caregivers.
- Faster interventions to prevent avoidable hospital visits.
- Person-centered care, customized for each senior's unique needs.

By ensuring that every operator, caregiver, and provider sees the full picture, we are shaping a future where senior living is not just better—it's smarter, more connected, and built for the long term.



 Want to learn more about value-based care? [Listen to the podcast.](#)



*Clockwise from upper left: Greg Corns, Vice President of the Value-Based Care Alliance of Virginia, left, participated in a panel on value-based care at the Florida Assisted Living Conference; Corns, left, with members of the Commonwealth Senior Living during their onboarding; and Corns, right, with members of the Bickford Senior Living team and Congressman Rob Whitman, center, who represents Virginia's first district.*

# Growth in Serviam Care Network Membership

In 2024, Serviam Care Network Membership grew to 45 members, a 29% increase from 2023. While the growth rate has stabilized compared to prior years, this shift reflects an intentional move from rapid expansion to deeper engagement—ensuring that the network is not just growing in size, but in impact, collaboration, and shared leadership.

## Why Serviam Network Membership Matters

The senior living industry is facing mounting pressures: rising resident expectations, shrinking margins, and an evolving healthcare landscape. Historically, isolation and competition have prevented operators from working together in meaningful ways, making it difficult to drive real change. But business as usual won't transform the industry—and at Serviam, we know the only way forward is together.

That's the power of Serviam Network Membership. It's not just about numbers—it's about bringing together the right leaders, creating opportunities for collaboration, and

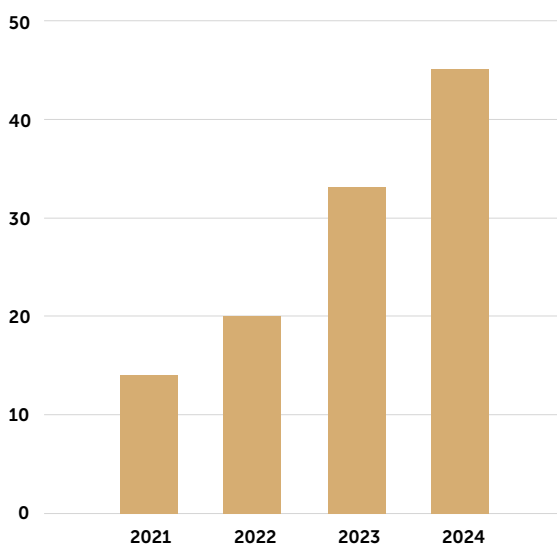
building solutions that elevate care for seniors across the country. By uniting forward-thinking senior living operators, we are laying the foundation for an industry that is proactive, innovative, and built for long-term success.

## What 2024 Taught Us: The Shift to Sustainable Scaling

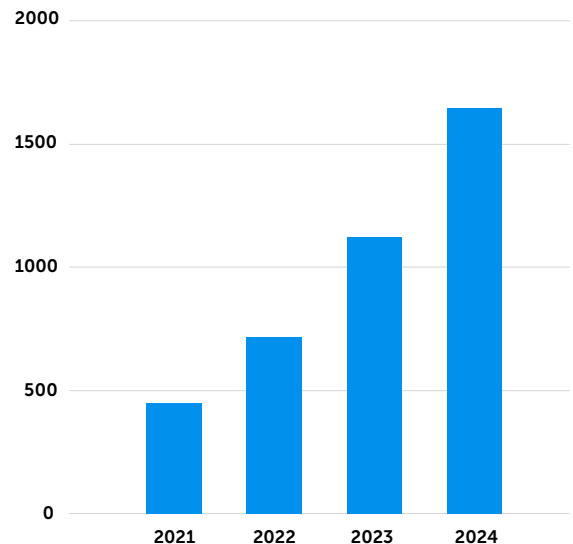
In previous years, our primary focus was on growth—building awareness and onboarding new members. In 2024, we transitioned to deepening engagement with our existing members, ensuring they receive the full benefits of the network:

- **Exclusive Peer Network:** Strengthening relationships between industry leaders to foster shared learning and best practices.
- **Thought Leadership Opportunities:** Amplifying our members' voices and positioning them as key influencers in senior living.
- **Industry Innovation:** Providing access to best-in-class solutions that help operators navigate today's challenges.

**Network Membership Growth  
(by number of signed operators)**



**Network Membership Growth  
(by number of communities)**



"I gained valuable insights through the Senior Living People and Culture Cohort that I've been able to integrate into my work, expediting our recruiting practices and strengthening our retention strategies."

Luda Munoz

VP of Human Resources, Anthem Memory Care



### Serviam Senior Living People and Culture Cohort

In 2024, Mary Lucas, Serviam's Chief People Officer, launched a Senior Living People and Culture Cohort, a dedicated program bringing together like-minded staffing and HR executives within Serviam's Network Membership. The goal was to foster collaboration, share best practices, and explore innovative strategies to enhance company culture, team dynamics, and HR-related activities.

Since its inception, the cohort has tackled a range of critical topics, including:

- The utilization of artificial intelligence in the workplace
- Innovative recruitment and retention strategies
- Using assessments for hiring and retention
- Promoting from within to strengthen leadership pipelines
- Leadership insights and development

"This initiative has been a fantastic platform for knowledge-sharing, with participation from some of the top HR executives in the Senior Living space," said Lucas. "Their expertise and willingness to share real-world experiences have made our discussions incredibly valuable, contributing to the cohort's overall success. I have been inspired by this forward-thinking group, united in their commitment to excellence, who have engaged in the program to date.

We have all had the opportunity to gain insights, exchange ideas, and grow together, and I am truly grateful for the incredible leaders I have connected with as part of this group."



Mary Lucas

Luda Munoz, VP of Human Resources from Anthem Memory Care, shared what participation in the cohort has meant to her.

"I gained valuable insights through the Senior Living People and Culture Cohort that I've been able to integrate into my work, expediting our recruiting practices and strengthening our retention strategies," said Munoz. "This experience has sparked creativity and introduced new ideas that positively impact our approach. As leaders, our discussions around recruitment and retention have revealed shared challenges, but through collaboration, we exchange learnings, inspire one another, and explore effective strategies. I am grateful for the opportunity to be part of this group and sincerely appreciate Mary for facilitating this effort."

As we move into 2025, the Serviam People and Culture Cohort looks forward to continuing these powerful conversations, sharing ideas, and learning from each other. Together, we are building stronger teams, elevating leadership, and shaping the future of senior living.

### Looking Ahead: The Next Phase of Serviam Network Membership

2024 wasn't just a year of refinement—it was a launchpad for what comes next. In 2025, Serviam will introduce a new phase of Network Membership, designed to:

- Expand access to transformative leadership programs like Serviam U.
- Enhance collaboration through curated Member Masterminds and exclusive conference meetups.
- Deliver deeper value with expanded industry discounts and innovative tools that help operators modernize their approach.



# Serviam Thought Leadership and Industry Engagement

## Expanding What's Possible

Thought leadership isn't just about speaking engagements—it's about shifting how the industry thinks. In 2024, Serviam didn't just participate in conversations—we led them.

### The Defining Moment: The First-Ever Value-Based Care Workshop

The first-of-its-kind Value-Based Care Workshop in Atlanta, hosted by Accushield, was a turning point for the industry. Instead of a traditional conference, it was an immersive coaching experience—with Serviam's Alan Fairbanks playing the role of "Coach" (pictured right), guiding operators through the realities of VBC adoption.

This wasn't about theory—it was about execution. Operators left with actionable strategies, ready to integrate data-driven care, financial modeling, and collaborative healthcare partnerships into their communities.

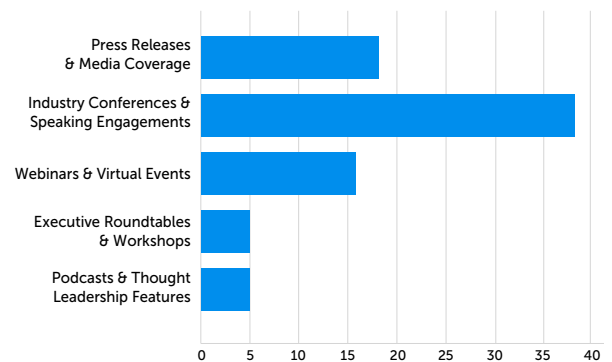
**Why This Matters:** This event proved that VBC isn't a distant concept—it's happening now.

### Shaping the Broader Industry Narrative

Beyond VBC, Serviam took the stage in 80+ thought leadership opportunities through press coverage, executive workshops, industry conferences, and groundbreaking collaborations. We didn't just talk about change—we created the space for it.

This year, we challenged outdated industry models, created new opportunities for operators to connect, and sparked conversations that will shape the future of senior living.

Serviam Thought Leadership Engagement in 2024



## Advancing Women in Senior Living Leadership

In 2024, Rachel Keller, Serviam's Vice President of Sales, took an active role in advancing Argentum's Women In Leadership (WIL) initiatives by emceeing a monthly speaker series—providing a platform for senior living's female leaders to share their experiences, insights, and strategies for success.

These webinars didn't just provide education—they created a space for meaningful conversations about leadership, career growth, and the evolving landscape of senior living.

Keller also emceed the inaugural Women in Leadership Fall Forum, put on by Argentum—a first-of-its-kind event



designed specifically for women in senior living leadership roles.

The Fall Forum was more than just a conference—it was a movement. It provided a dedicated space for executive women in senior living to connect, learn, and rejuvenate in a collaborative environment.



**Ron Barger**  
Co-Founder and Chairman, Serviam Care Network



special issue  
**brief** » FALL 2024

**STRENGTH IN NUMBERS**  
Assisted Living Alliances Answer the Call for Value-Based Care

seniorhousingnews.com

REPORTS EVENTS WEBINARS BRANDS PODCASTS SENIOR CARE BUSINESS LINK+ SUBSCRIBE SEARCH

**SENIOR HOUSING NEWS**  
Building & Design Communities Finance Law & Regulation Operations

### '5- to 10-Year Strategy': Senior Living Operators Play Value-Based Care Long Game

As the pace of senior living operators adopting value-based care models in 2024 quickens, challenges remain in growing those models.

Providers are wielding data insights to spur value-based care model growth while also posing significant challenges to operators aiming to balance in making the transition to value-based care structures.

Providers are meeting with operators to discuss value-based care models while at the same time attempting to speed up implementation in the market. Timelines make value-based care a challenge for operators.

Though senior living operators are embracing value-based care, sometimes, it is not always easy for operators and operators are embracing value-based care.



**SENIOR HOUSING NEWS**

SURVEY

### Value-Based Care in Senior Living 2024

In collaboration with Serviam, Senior Housing News is conducting a survey to better understand how operators are navigating value-based care into 2025 and beyond.

**Take the Survey >**

**EDTALUS**

What types of Sales Teams do we work with?

- We sit at the intersection of Marketing and Sales.
- Marketing benefits from our data and speed-to-market on campaign performance.
- Sales benefits from increased coverage hours and renewed focus on creating world-class relational experiences.

**SALES PERFORMANCE**  
We've got your back  
Your communities are covered:

- 90+ Markets
- 24/7/365 Support
- 100+ Sales Reps
- 100+ Sales Reps

Powering proactive resident care and unlocking new value through predictive data.

August  
Joseph Hauer  
Lead, Analytics Operations

August  
Amy Taylor  
Lead, Senior Care Alliance of Value





# Seniors Impacted by Serviam Services

## Scaling Holistic, Person-Centered Care

At Serviam, our mission is clear: to transform the way America cares for seniors. In 2024, we deepened our impact, expanding access to value-based care, diagnostics, pharmacy services, and innovative technology solutions that drive better outcomes, stronger communities, and more connected care.

This year, Serviam services directly impacted 161,930 seniors—a 76% increase from 2023. This growth isn't just about numbers; it reflects a systemic shift in how senior living operators, healthcare providers, and technology partners work together to create a more effective, person-centered care model.

### The Expanding Reach of Serviam's Network

One of the most significant drivers of impact has been the growth of Serviam Network

Membership, which expanded from 92,000 residents in 2023 to 161,930 residents in 2024. This 76% increase demonstrates that operators are seeking solutions that go beyond traditional senior living models—they want a connected, outcomes-driven approach to care.

### HigherPath™ Operating System (HPOS™): Driving Data-Driven Care

For the first time, Serviam's HigherPath™ Operating System (HPOS™) moved from concept to commercial adoption, bringing real-time care coordination and predictive analytics to senior living communities.

HPOS™ highlights include:

- 19 communities adopted the platform.
- 1,542 residents in Virginia now benefit from data-driven care coordination.



### Serviam Diagnostics: From Launch to Operational Impact

After launching in 2023, Serviam Diagnostics transitioned from licensing and development to full-scale operations in 2024.

2,005 residents received diagnostic services, enabling early detection, better care planning, and reducing unnecessary hospital visits.

This marks a major step toward integrating lab services into senior care models, ensuring that residents receive the right tests at the right time—without unnecessary delays or stress.

### Serviam Pharmacy: Ensuring Medication Safety and Adherence

Serviam Pharmacy has become a critical component of preventive, person-centered care by improving medication adherence, reducing errors, and optimizing drug regimens in alignment with VBC principles.

### Value-Based Care Alliances: More Proactive Care

1,745 seniors in Virginia are now receiving coordinated, proactive healthcare through the VBC Alliance—more than double the number from 2023.

Florida’s VBC market entry in late 2024 marks the next step in bringing aligned, outcomes-driven healthcare to senior living communities across multiple states.

**161,930**  
seniors in Network Membership (+76%)

**1,542**  
residents benefiting from HPOS™ in Virginia

**2k+**  
residents received diagnostic services (shifted from pilot to full operations)

**5k+**  
residents using Serviam Pharmacy (+11% adoption YoY)

**1,745**  
seniors actively enrolled in VBC (doubled our reach in Virginia)



Members of the Serviam Diagnostics team gathered at our laboratory near Chicago, Ill.



Join the movement | Learn more at [Serviam.org](https://www.serviam.org)

Copyright © 2025 Serviam Care Network, P.B.C. All rights reserved.  
Serviam Care Network | 2100 Central St., Ste. 01F, Kansas City, Missouri 64108 | 855-726-5763