

## **Report of the Friends Home in Kennett for calendar year 2021 for Western Quarterly Meeting.**

The mission of the organization continues to guide the board and staff of the Friends Home in Kennett:

*Mission Statement:* The Friends Home in Kennett is a non-profit organization dedicated to providing quality care in a homelike atmosphere for older men and women of modest means. We encourage independence and we respect the individuality and dignity of all in keeping with the values of the Religious Society of Friends.

### **Board and Staff:**

Board meetings continued to be held virtually during 2021. The board membership did not change in 2021 but the board did begin actively recruiting new members for 2022. We did experience extensive staff turnover in 2021 as did most of the health care industry. A new DON, Josephine Ajayi-Lediju, and a new facilities manager, Demetrius Heath were added to the management staff. Dot Folz, our Admissions/Marketing Coordinator retired in October of 2021. I will be handling all admissions and overseeing the Marketing of Friends Home until a replacement can be found. The Friends Home did provide all hourly staff with substantial raise increases this year to ensure retention and job satisfaction. An employee satisfaction survey is planned for early 2022.

### **Board Visioning:**

The enclosed walkway between the FH and independent apartments was completed and in use by the end of 2021.

The elevator project and maintenance to the office building, Maiden Lane, are the two major construction projects initiated at the end of 2021 and continuing through 2022. The indoor garden/art room renovations will be resuming, and the hair salon renovation is planned for 2022.

The board is dedicated to developing a 5-year strategic plan for the Friends Home beginning in 2022.

### **Operations:**

The main operational pivot for 2021 was learning to live with COVID with minimal restrictions and isolation. We did hire a part time Infectious Disease Nurse who is dedicated to keeping Friends Home compliant and healthy with the ever-changing guidelines. We did have a vaccine clinic early 2021 and The Friends Home did mandate the vaccine in November of 2021 for all staff. We did grant several religious and medical exemptions, with requirements for frequent testing. Once the residents were

fully vaccinated, we have been able to open up for visitation with safety precautions in place. Visitors are welcome in all areas except for dining and all visitors must be screened and wear a mask. The Friends Home is well equipped with testing supplies and PPE with procedures in place to ensure availability.

### **Resident Life**

The certification of the Montessori Program has resumed with the hiring of our adult education/Montessori Specialist, Tracy Gable. Her role is to provide the necessary training and education to all of our staff to obtain the Montessori certification. Tracy also provides additional educational opportunities for all our residents dependent on their interests and capabilities. We are on target to achieve our Gold Certification early 2023.

Our Health and Wellness Program is also being expanded. The Friends Home hired a professional dancer, Michael Nguyen to lead and develop this program. The Friends Home is a member of the International Council on Active Aging (ICAA) and with their guidance our program has goals and inspirations to lead us to meet our resident's health and wellness needs.

### **Finances:**

The year 2021 was driven by an issue with low census. Our average census for Friends Home was 30.7 which was significantly below budgeted census of 38. The average census for Linden Hall was 17 which is above budgeted census of 16. In October of 2021 our admissions director did take an early retirement. Since this time, I have been managing our admissions and overseeing a complete marketing revamp. An uptick in admissions had been achieved since October and projected to continue in 2022. Our investment account, valued at \$9.958 million at year end, continues to provide support to the Home. The Spending Rule from the Investment Account allows a 3% budgeted spending allocation, which we utilized.

We increased room rates by 5% and also increased staff salaries by 5% for 2022. Even though 2021 was not a stable year again financially, the board did recognize the sacrifice and dedication the staff exhibited throughout the pandemic and felt a raise was necessary.

Grants and budgeted funds have also enabled Friends Home to provide financial support to residents, which in 2021 totaled just over \$190,000.

### **Looking Ahead: 2022**

The primary goals for 2022 are the following:

1. Develop a 5-year strategic plan
2. Initiate the construction of a second elevator at FH

3. Progress the Montessori and Health and Wellness programs
4. Obtain and maintain budgeted census numbers
5. Update marketing tools such as website, referral home pages and local advertisements.

### **2022 Updated Information**

By the end of 2021, it was determined that having the Executive Director meet potential residents and their families for the initial visit was beneficial to all parties. Census has been increasing and feedback from residents and families was positive. The board agreed to not replacing the Marketing/Admissions Director but hiring an Assistant Executive Director and outsourcing some of the marketing needs. This has been working well with our end of month census for the month of May being 38 in the Friends Home and 19 in Linden Hall.

The marketing rejuvenation has been started with revising our referrals sources websites, filming a video tour of life at Friends Home, and starting the process of revising our website.

We have reopened to students and volunteers which allows for additional opportunities and experiences for our residents and staff.

### **COVID Update:**

As I stated earlier, the Friends Home like the whole healthcare industry is pivoting to adjust to living with COVID. We do not want to isolate our residents from their friends and family, but we do need policies in place to prevent and/or minimize an outbreak. During 2021 we were very successful managing isolated cases, and residents were able to spend the holidays with their loved ones, which was a blessing following the 2020 holiday season.

### **Thank you:**

We continue to be thankful for the support and concern of the Monthly Meetings and individuals of Western Quarterly Meeting. Your thoughts and prayers for us during the pandemic were greatly appreciated. Even though Friends Home is no longer owned and managed by Western Quarter, we still benefit from the "care relationship" with the Quarter. Thank you!

**Sincerely,  
Christine McDonald, ED**