

The Kendal Corporation is a not-for-profit organization committed to meeting the needs of older persons through communities and services provided in accordance with the principles of the Religious Society of Friends.

KENDAL® TOPICS

SPRING 2008

Spring Greetings

A message from John Diffey, President and CEO of The Kendal Corporation

Spring can be a season of new growth in expected places—the result of our careful planting and nurturing. It is also a season of wonderful and unexpected surprises. So it is with organizations as well—new growth can come as a result of very intentional work and it can come in ways that were not contemplated.


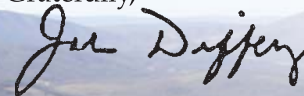
“Arthur Koestler, paraphrasing Jung, defines ‘synchronicity’ as ‘the seemingly accidental meeting of two unrelated causal chains in a coincidental event which appears both highly improbable and highly significant.’ The people who come to you are the very people you need in relation to your commitment. Doors open, a sense of flow develops, and you find you are acting in a coherent field of people who may not even be aware of one another. You are not acting individually any longer, but out of the unfolding generative order. This is the unbroken wholeness of the implicate order out of which seemingly discrete events take place. At this point, your life becomes a series of predictable miracles.”

—Joseph Jaworski, *Synchronicity*

This edition of *Topics* features stories of collaboration and creativity, including several that reflect that latter form of fortuitous and refreshing serendipity. They are reflections of a number of fortunate proximities of needs and opportunities. Out of them have come expanded partnerships, new technologies, fresh design, inspirational generosity, and emerging leadership.

We hope that you enjoy them and join us in thinking of even more possibilities.

Gratefully,



Aerial view of Kendal at Lexington, with Phase II expansion cottages appearing at the upper left of the community. The first residents will be welcomed to Phase II this spring.

Cornell Students and Kendal at Ithaca Join to Solve Some Dining Design Issues

Four teams of Cornell design and behavioral environment students teamed up with Kendal at Ithaca residents recently to complete a series of interactive studies focusing on the community's dining areas and their support facilities. The students chose the following points as guidelines for the studies: social interaction; lighting; materials and their finishes and ease of maintenance; safety; sense of place; empowerment of the individual diner; circulation and signage; and acoustics.

The Cornell teams followed a thoughtfully planned process, first visiting the Blue Heron formal dining room and the informal Windows room and its servery for initial observations. They next revisited during dining hours to observe—following their guidelines—and to identify design issues. The designers then worked with the residents to gather feedback on their findings and to discuss observations and concepts. The process was highly collaborative and led to the development of prototypes suggested by the students. Last came construction of the final models and a formal presentation to Kendal residents and staff.



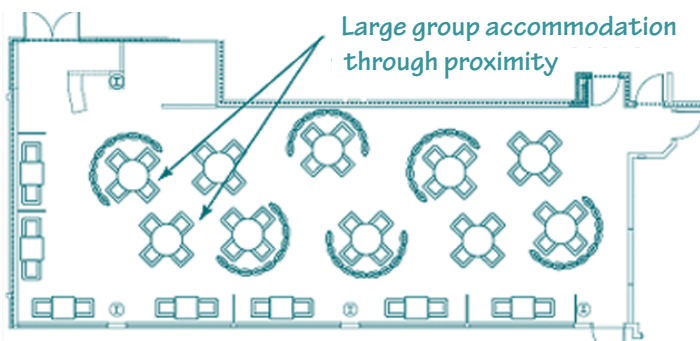
Above: Cornell design students mid-construction with the flexible partitions they designed for the Blue Heron room.

BLUE HERON ROOM For the Blue Heron, the problematic issues were discovered to be ambience, privacy/territoriality, and acoustics; the goal was increased usage in a more spacious, personalized, and intimate room. The students came up with a series of flexible, lightweight partitions that would create an enhanced sense of visual privacy while not only being fully adjustable for changing set-ups, but also accessible for wheelchairs and walkers.

Resident reactions to the Blue Heron partitions included these: "The sound level just drops! Openness but intimacy...flexible...inviting...easily budgeted."

The importance of a built environment that is safe and socially conducive became apparent to me through my research but it was reinforced through my discussions with Kendal at Ithaca residents. Being able to experience that culture first hand was both personally and educationally rewarding ...it allowed me to take what I've learned at Cornell and apply it in a way that could tangibly improve the well-being of others. By working with the Kendal at Ithaca residents I developed a vested interest in helping them achieve a more enjoyable dining experience and will carry the lessons I learned from this project well into the future.

Emily A. Gates, Cornell student



Above: one configuration for the Blue Heron room utilizing the flexible partitions. Below: Building the prototypes.



WINDOWS DINING ROOM The Windows dining room and its servery, larger and more complex, presented a range of significant problem areas: lighting, glare from the floor-to-ceiling windows, traffic circulation, crowding and access at certain points, seating arrangements, and storage. The students brought forth a wealth of constructive ideas for change, some more affordable than others, but all creative. Certain simple rearrangements of elements of the room, such as the cashier's position and the layout of the salad bar, led to the articulation of some interesting possibilities including a central "node" that would ease both circulation and congestion.

The node prototype was built and tested: it consolidated dessert, soup, coffee, and waffle amenities; provided a feature to promote resident interaction; and centralized and streamlined circulation paths. The

actual node structures were also flexible and moveable.

Within the main dining space, varied sizes of tables arranged in new patterns were suggested as was the possible use of moveable dividers or partitions for small groups and couples. Perhaps most strikingly, the Cornell students suggested "annexing" two under-utilized sections of the adjacent living room area. With some modifications to existing space, these areas could provide much needed extra seating and could accommodate smaller, quieter groups who would enjoy the fireplace and the feeling of a separate dining area.

The project is going forward with a six- person ad hoc group working on a description of specific changes and the technical and logistic feasibility of achieving them. A proposal will be developed to share with all Kendal at Ithaca residents in the near future.

I really enjoyed working with Kendal residents from a design and educational standpoint. Every designer wants clients that are engaged and that ultimately really care about the final design. Everyone that we worked with at Kendal lent us very valuable feedback, and made us excited to present the final product. It really felt as though what we were doing mattered! In the classroom setting, you don't get experiences quite like that.

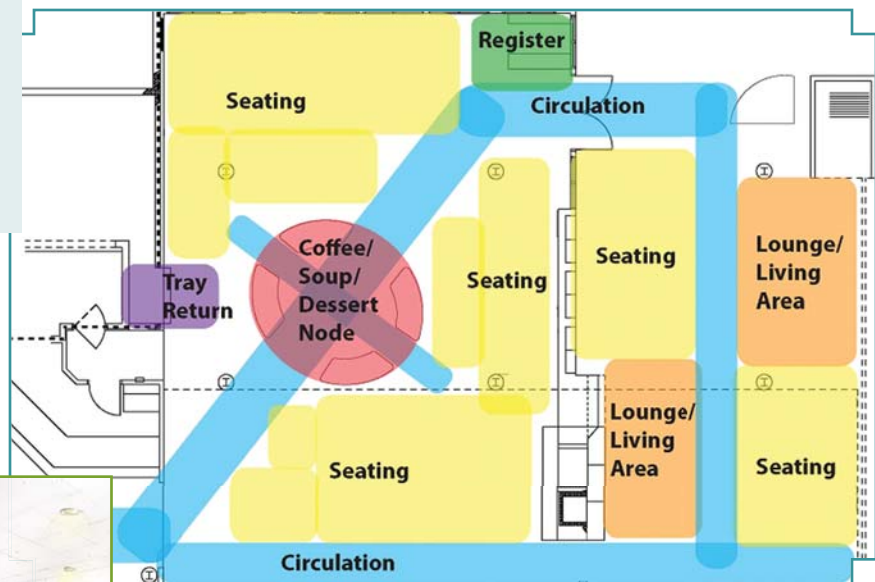
Brooke Mayer, Cornell student

Improved traffic circulation pattern, shown below, gained through placement of the central node unit, shown below left in an artist's rendering. The node modules were constructed by the students.



Many of us felt it was a great experience/collaboration for BOTH residents and students and would like to encourage more in the future. The success lies with faculty who have both interest and knowledge in living environments such as Kendal's and Kendal administrators who are interested and able to commit their time.

Cindy Noble, Kendal at Ithaca resident



One of the enriching opportunities that life at Kendal at Ithaca offers is the chance to interact with college students. Classes at both Ithaca College and Cornell University are always looking for interested and engaged older adults to participate in projects and research. This particular project was highly collaborative and directly addressed a set of problems that has been discussed by residents for some time.

*Betsy Schermerhorn
Director of Marketing and Admissions*

Kendal at Oberlin CFO Completes Leadership AAHSA Program

Ann O'Malley, Chief Financial Officer for Kendal Northern Ohio, recently completed a year as a member of the first class of the Leadership AAHSA Fellowship program. Sponsored by The American Association of Homes and Services for the Aging (AAHSA), the program is designed to augment the ranks of emerging leaders across the continuum of care and services for the aging and address the shortage of potential leaders nationwide.



Ann O'Malley, left, accepts her diploma and congratulations from Michelle Holleran, a teacher in the Leadership AAHSA program.

Ann was selected to be in the inaugural group of fellows in 2006. As a fellow she connected with other leaders, attended classroom and online classes and visited facilities offering innovative care and services to older adults nationwide. The program's three core tenets are integrated throughout every program exercise, group discussion, and assignment: 1) person-centeredness, both on the part of elders and the individuals providing care and services; 2) transformation and transformational leadership; and 3) innovation.

Of the program, Ann says, "It was a life-changing professional experience that gave me an opportunity to learn about different leadership styles and reflect on my own style, to meet and know current leaders within the field, to study innovations in the delivery of services, and to discuss the current and future challenges facing this field. I also got the chance to put into practice some of the concepts and ideas shared during the year long fellowship. Even though I know that mistakes will be made along the way, there are other AAHSA fellows who will be there to support me throughout my professional journey. We all learned that to be a successful leader it will take Passion, Patience, and Persistence to deliver high quality and innovative services to the aging population."

Lathrop Communities Add Outreach Services

Two successful new programs are underway at the Lathrop Communities for residents of the town homes in both Northampton and Easthampton, Mass. These new outreach services were mission-driven as a response to emerging needs of those residents who are aging in place and those who moved into the new town homes built during Lathrop's recent expansion.

Early in 2007, Lathrop initiated its own "meals on wheels" program to deliver fresh, hot meals to residents who were challenged by their ability to cook regular meals for themselves. Residents order a week ahead and the meals are packaged and delivered by a part-time employee hired to fill this role. Town home residents pay about \$11 for a complete meal, which is equivalent to the cost of dinner at The Inn.

Also at the start of 2007, the housekeeping department began offering services to residents—both those who find it difficult to clean regularly and new residents living in the recently completed town homes. Each resident's needs are assessed and cleaning services and times tailored to meet those needs. One new employee was hired to become the "town home housekeeper."



Town home housekeeper Wendy Salvatore on her golf cart.

As planned at the outset, both services pay for themselves and bode well for future outreach services currently under consideration.

Voice-Activated Documentation: AccuNurse Improves Bottom Line(s) at Kendal at Longwood

“Our nursing assistants can listen to the care plans and also document at the point of care much more effectively—with little effort, no writing, and no computers.” Cel Agustin, Health Services Administrator at Kendal at Longwood, is describing just one of the benefits of AccuNurse, a voice-activated care documentation system installed there in 2003. By March of 2004, the system was fully operational and required no parallel recording by paper.

Rich Lysle, Executive Director of Kendal at Longwood, reports, “Judy Braun, Director for Affiliate Services for The Kendal Corporation, recommended AccuNurse to us because she had experience with it at a previous facility. We find that our staff is spending less time on paperwork, documentation, and chasing down other staff; and spending more time with residents. Those are the benefits you don’t necessarily assign a dollar amount to...the results of studying this system convinced us that using AccuNurse is a significant step toward making Kendal at Longwood a better place to work and a better place for our residents to live.”

Each staff member delivering care in the health



Lisa Mosley, LPN and Nursing Care Coordinator at Kendal at Longwood, works on charts with the help of the AccuNurse voice-activated system.

center wears a head set including a microphone and speaks into it to immediately record care given. For Kendal at Longwood, nurse overtime has been reduced by more than 50%; time spent on paperwork has been reduced up to 27 minutes per staff member per shift and eliminating end-of shift meetings saves up to 30 minutes per staff member per shift; plus, 70% less time is spent searching for staff by both nurses and nursing assistants. In addition, documentation is improved for state surveys, and Medicare reimbursement rates increase.

In the January, 2008, issue of *Nursing Homes* magazine, the lead story featured AccuNurse and its implementation at four of the skilled nursing facilities in the University of Pittsburgh Medical Center (UPMC) system. UPMC visited Kendal at Longwood to see AccuNurse in action and was “immediately struck by the improvements in productivity and documentation,” according to Chuck Emerick, director of nursing at UPMC’s Seneca Place.

“We’ve created a more accurate, knowledgeable and efficient workforce. The team is recognized for developing better ways of doing things and having more time with residents—and improved safety,” says Cel Agustin.

More Members, More Staff: Kendal at Home Is Growing

Since January of 2007, 20 more people have joined the Kendal at Home family. Members come from all walks of life, retired teachers, doctors, nurses, social workers, judges, lawyers, just to name a few. As the “community” grows, members identify many interests in common. They are meeting monthly for their book club, planning an overnight birding event, and even starting their own newsletter.

As the membership has grown so has the staff. Suzanne Pappas, first Director of Sales and Marketing, retired in the fall of 2007 and Kendal at Home now welcomes Lindsay Luttrell and Barb Piscopo to the sales and marketing team. The larger membership also has necessitated an additional care coordinator to address the ongoing care needs of members. Katie



Tipton has moved from sales and marketing into the role of Care Coordinator. Katie and David Zientarski, Director of Care Coordination, work with members to help them remain in their homes and as independent as possible.

Kendal at Home's Executive Director, Lynne Giacobbe, says, “We have truly seen how important it is to our members to remain in their homes, even through the end of life. This past year has been a challenging year in many ways, but most importantly for all of us, we have seen the significant impact that the ability to remain in their homes has had on many of our members. We are very proud to be a part of such an important endeavor as we work together to broaden Kendal’s mission.”

Outstanding Care at Kendal at Granville Elicits Heartfelt Response

Kendal at Granville recently was the recipient of a most generous gift to purchase a wheelchair accessible van. The donor wishes to remain anonymous, but shared the following with us:

“On release from Riverside Methodist Hospital following surgery to remove a cancerous brain tumor my husband was admitted to the excellent Kendal Health Center for continuing care and therapy. Since he would be having follow-up doctors' appointments and radiation, transportation played an important part in his care. Moreover, as he was wheelchair bound, the Kendal bus with its capability to secure wheelchairs was his only means of transport. In the four and one half months that he was at Kendal, we were transported twenty-five times. At the beginning of May the bus became incapacitated and a wheelchair accessible van had to be leased. The two drivers and I were very pleased with the rental vehicle for a variety of reasons including its comfort, safety, and low profile. At that point I made up my mind to research, with the help of Bill Myers, a Kendal driver and automotive expert, wheelchair accessible vans. I informed my financial advisors of my plans and we started to work. The outcome was the establishment of a Charitable Gift Fund in my and my husband's names.

At the beginning of June we learned that the cancer had returned with a vengeance. My husband died in early July.

In August my financial advisors, my daughter, and Bill Myers met with Doug Helman and Jennifer Bobak,



The new van is a favorite with Bill Myers, left, and Dick McDonald, Kendal at Granville drivers.

Executive Director and Finance Manager respectively, to offer a monetary gift in my husband's memory with the stipulation that it was to be used for a wheelchair accessible van. Any monies left in excess of the vehicle's cost would be used toward housing for the vehicle.

There is really no way that we can repay the entire staff of the health center and the drivers for the incredible care received and the compassion and love shown to all of us.”

According to Doug Helman, “It was our honor to care for this gentleman and his family. This generous gift is most appreciated. It will and does benefit all of our residents and will continue to be a gift to the community for years to come.”

Kendal Outreach Reaches Diverse Aging Population

Two demographic factors are converging to expand the profile of those served by the work of Kendal Outreach, LLC in Pennsylvania. The population is aging: 2004 figures showed over 15% of the Commonwealth's population at 65+ years and 2% at over 85 years. Current projections for both age groups show continuing increases for the next 25 years. Secondly, Kendal Outreach, through *Untie the Elderly*[®] and the *Pennsylvania Restraint Reduction Initiative*, has accumulated a solid track record of 11 years of service to 93% of Pennsylvania's 700+ nursing homes. These Kendal programs intentionally seek to include rural, suburban, and inner city facilities, both for-profit and not-for-profit and without preference of payer source. The depth of impact and breadth of reach of the two programs continues to grow as a result of these factors.

These Kendal programs intentionally seek to include rural, suburban, and inner city facilities, both for-profit and not-for-profit and without preference of payer source.

While the main focus of Kendal Outreach has been to reduce the use of physical and chemical restraints in long term care, more recently the work has expanded to include the prevention of pressure ulcers. At the same time, assisted living and personal care settings have become more regulated, allowing nursing homes and skilled care settings to discharge residents into the less skilled areas. Given the care issues and the need for education on the elimination of restraint use, Kendal Outreach foresees a growing need to serve these communities in the future.

Meanwhile, Kendal Outreach staff continue to keep a sharp eye on changing cultures and settings which influence the lives of older adults in need of assistance. KOLLC programs are continually refined to teach life-affirming practices which honor individuals across the entire spectrum of ethnic background, financial capability, gender, and culture.

Kendal at Lexington's Sunnyside House: A Labor of Love

"The story of the survival and restoration of this property is a story of care, persistence, patience, and determination. Many were involved in making it happen, none more so than the staff and residents of Kendal at Lexington themselves. Historic Lexington Foundation is proud to present its 2008 Founders' Award to Kendal at Lexington for its exemplary restoration and rehabilitation of Sunnyside."

from the Founders' Award citation

Kendal at Lexington's Sunnyside House was honored with this year's Founders' Award given annually by the Historic Lexington Foundation for outstanding local preservation efforts. The antebellum farmhouse on the Kendal campus, along with 85 acres of land and several outbuildings, was donated in 1998 by Fred and Isabel Bartenstein. The home had been in Isabel's family since the early 20th century. When Isabel passed away in 1999, Fred began making gifts toward its restoration, and planning commenced. The work, sustained by gifts totaling over \$1.5 million, was completed in the fall of 2006. The house is listed on the Virginia and National registries of Historic Buildings.



Mennonite Alliance Joins Collage, The Art and Science of AgingSM

In January, *Collage*, a program developed by Kendal Outreach, LLC and The Institute for Aging Research at Hebrew SeniorLife, reached an important agreement with Mennonite Health Services (MHS) Alliance. The agreement opens the door for MHS Alliance members to join *Collage* at a multisite organization rate.

MHS Alliance is a community of Anabaptist health and human service ministries committed to common spiritual values. Alliance members have ongoing connections with founding churches including Mennonite Church USA, Mennonite Brethren US, and Brethren in Christ. The Alliance offers members networking, best practice forums, worker's compensation and liability group discounts, consulting services, and other resources.

Collage, a national membership consortium of older adult communities and aging services organizations, works to advance healthy aging through the use of



Collage_{SM} interview at Lutheran Homes of Michigan.

scientifically-grounded assessment tools and reports. The data generated by the assessments provides critical information to plan targeted programs and services, allocate appropriate resources, ensure quality and accountability, and advance individual and community well-being. *Collage* member organizations improve their ability to advise individual residents/clients on matters of health, wellness, and successful aging, and are able to develop stronger system-wide interventions and outcomes to advance healthy aging.

Team Menu Planning Confab Held at Kendal on Hudson

Everything is white! There's too much orange! More green! Got something great for the veggies? Who would guess that these are some of the main conundrums facing those who plan appetizing, nutritionally sound menus for the Kendal System?

Six Kendal System dining service directors, along with Kathe Yerkes, The Kendal Corporation Director for Dining Services, and Loren Galt, Dining Services Consultant for The Kendal Corporation, met at Kendal on Hudson for two intensive days to brave the peaks and pitfalls of creating a brand new "from scratch" five-week menu cycle.

Aided by Cbord, the computerized menu and nutritional data bank utilized by the entire Kendal System, the planners started, as usual, with the weekend meals—first Sunday brunch, followed by Saturday dinner and then Friday dinner. According to dining services planning protocol, next come the remaining dinners for the week, then lunch entrees, hot and cold sandwiches, starches, vegetables, and breads. Last to be entered in the plan are the salads, soups, desserts, fruits, condiments, and sauces. All choices put into the master plan are from categorized menus entered into Cbord by Kendal staff.



L to R: Kathe Yerkes; Will Solivan, Kendal at Granville; Gower Lane, Kendal on Hudson; John Platt (standing), Crosslands; Linda Cole and Jerry Carr, Kendal at Ithaca.

When the plan is complete, the menu is coded into Cbord where it is analyzed nutritionally so that clinical reports and nutrient data can be provided. A display version of the daily menu is created with a one line descriptor and nutrition summary; a modified spreadsheet is also created to detail how the menu items fit into dietary parameters.

Kathe Yerkes says the two-day gathering exceeded her expectations, both in quantity of work accomplished and the spirit of teamwork. One last bit of advice from Kathe, "Be careful not to run broccoli back to back, either meal to meal or day to day."

Barclay Friends' 115th Anniversary Logo



Barclay Friends' residents and their families, along with employees and board, are celebrating the 115th Anniversary of this West Chester, Pa., community. The seeds for The Barclay Home, a boarding home for older adults, were planted in 1893. Remaining in the borough of West Chester throughout its history and joining with Friends Hall, a nursing home, in the 1960s, Barclay Friends' theme for the 115th celebration is *Yesterday's Seeds, Sown Today, Flourishing Tomorrow*.

The theme reflects Barclay Friends' current commitment to embrace and promote a culture of arts and gardens in the life of the community. The six outdoor gardens are a major part of their nationally recognized horticultural therapy program. To improve the lives of residents, programs of music, dance, theatre, visual arts, and horticultural therapy are offered to encourage expression, creativity, spirituality, personal opinion, knowledge, and personal growth.

Bimonthly 115th anniversary celebrations began in January with a reflection on Barclay Friends' Quaker roots and a visit from a Quaker dressed in 1890's garb.



Pam Coles, in authentic costume as a Quaker lady of the 19th century, joins a history event celebrating Barclay Friends' 115th anniversary.

Other events include "Dancing for Joy" with ballroom and Irish dancers, Employee Appreciation in May, a 1960s Fashion Show, the annual Garden Party and Garden Tour, and a final thank you to donors and families through the years. Informational, historical exhibits covering 25-year periods will be on display in the main lobby as the year progresses.

Sustainability News:

Kendal at Hanover Works to Measure and Reduce Its Carbon Footprint

Given its spectacular mountain and valley setting, it seems only "natural" that Kendal at Hanover would take the lead in pursuing sustainability as one of its main initiatives. Talks on energy saving projects got under way in 2006 when Kendal at Hanover resident Win Hunter visited Dean Sorenson, Director of Facilities, to discuss how the community might conserve energy through special projects and reduce its carbon footprint.

According to Carbon Footprint LTD, online at www.carbonfootprint.com, a carbon footprint is a measure of the impact human activities have on the environment in terms of the amount of green house gases produced, measured in units of carbon dioxide. Win and the department agreed that data was necessary for their situation and that their largest energy use was electricity. By March, 2007, they had devised a plan to gather data that would let them understand just where electricity was used in the community.

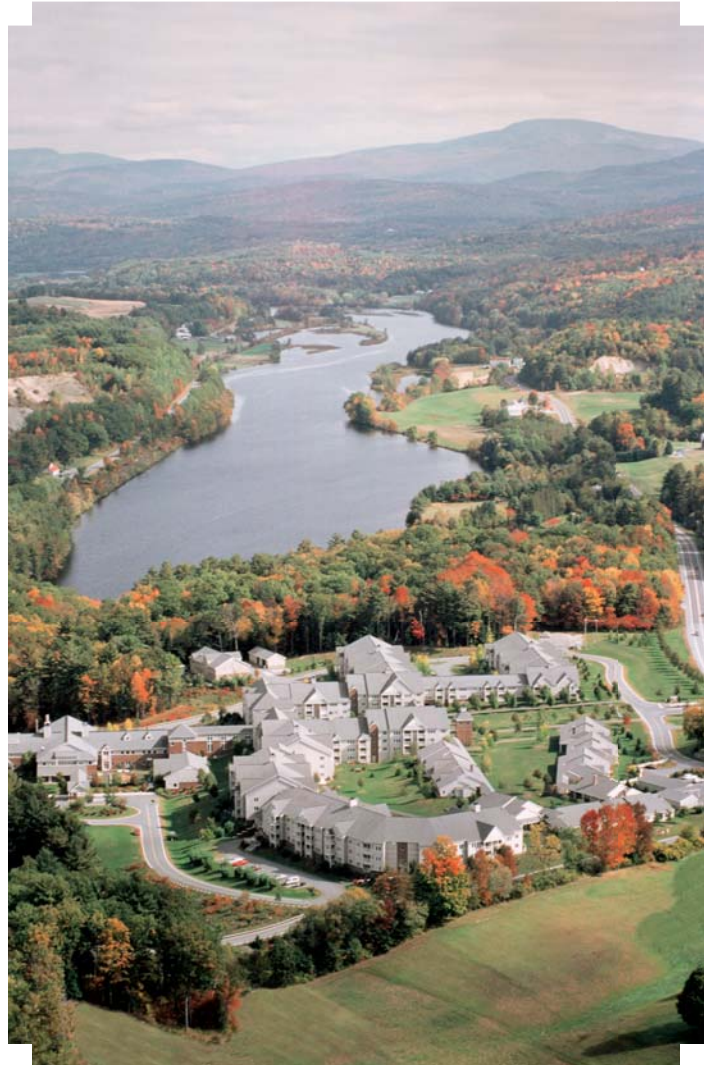
From April to September of that year they collected data by monitoring a number of apartments, individual buildings, and major energy consumers like the main kitchen and the main laundry. In April of that year, Becky Smith, Executive Director, had commissioned an energy committee comprised of residents and the director of facilities, and they met monthly to review the plan and interpret data results.

A proposal to guide the committee through implementation of an energy management system was accepted from an engineering firm in September, 2007. By October the work group concluded that the data supported planned initiatives such as enhanced insulation and equipment replacement.

Win Hunter brought the work of the committee to a resident meeting in the Gathering Room that October and asked his community the question, "What is our opportunity to reduce CO₂ emissions and by how much?" Consequently, the local paper, *The Valley News*, published a story that December on the carbon footprint and Kendal at Hanover's conservation goals.

Kendal Charitable Funds decided to support the initiative with a grant in the amount of \$10,000.

More recently, to further pursue their interest in sustainability, Kendal at Hanover has contracted



to engage in load demand management. Through a company called Enernoc, the community will receive compensation of \$10,000 per year for running a generator on demand for the firm. Contracts like this permit the New England Power Grid to avoid building additional power plants. Dean Sorenson says, "The facilities department is very pleased to have delivered this 'good neighbor' and 'good for the environment' initiative."

Further goals will be pursued once the full energy management system is operational.

TOPICS would like to hear your stories of sustainability work and eco-friendly initiatives. Contact Astrid Dorsey at adorsey.kcorp.kendal.org or 610-335-1232.

TOPICS

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