

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

SUMMER 2004

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*a message from John Diffey  
President and Chief Executive Officer, The Kendal Corporation*

In each Kendal community are many talented and caring people with whom we are privileged to work. Together we seek to create the circumstances in which older people can remain active, continue to contribute, and experience the remarkable fullness of life that comes from living in true community.

In July, a wonderful group of similarly motivated and gifted people became a part of the Kendal family. We are fortunate to be able to welcome the Lathrop Communities into an affiliation with The Kendal Corporation. The two Lathrop Communities in Easthampton and Northampton, Massachusetts, are located in the beautiful and culturally rich five-college area of New England's Pioneer Valley. The boards of directors of The Lathrop Community, Inc. and The Kendal Corporation decided simultaneously to enter into the affiliation after nearly three years of extensive conversation, visitation, and due diligence work.

Over the past five years or so, Kendal has been approached by a number of organizations that have asked whether an affiliation with Kendal might be possible. For a lasting relationship to be possible, many things must be aligned well—values, missions, visions for the future, long-term goals, cultures, commitments to good stewardship, and so on.

Such strong foundations for moving forward are vital, and, in some instances, it simply has not made sense to proceed with the formation of a new relationship.

The Lathrop communities, however, have risen to a higher level of interest, because they bring a 15-year

history of serving older people based upon values and practices that are very similar to Kendal's. In addition, their location in the five-college area of western Massachusetts is a real asset—it is a great place to live and work. Indeed, it is an area from which Kendal has received numerous expressions of interest, going back more than a decade, in having a Kendal community created. Over the course of our 30-year history, we have never ceased to be amazed at how ways to serve more broadly continue to open for Kendal. And, as has been the case each time before, we are grateful for this newest opportunity to serve.

## WELCOME *Lathrop!*



John Diffey congratulates Audrey Bozzo (left), Chair of the Lathrop Board of Directors; and Elisabeth Weissbach, Executive Director of the Lathrop communities, at the ceremony marking the affiliation of the The Lathrop Community, Inc. and the Kendal Corporation.

So, we extend a hearty welcome to the residents, staff, and board of the Lathrop Communities. We hope you will enjoy getting to know your sister Kendal communities; we look forward to helping you achieve your goals in the future; and we are certain that you will have much to contribute to the ever-growing strength and creativity of the Kendal family. Welcome!

# An Interview with *Liz Weissbach*, Executive Director of The Lathrop Community, Inc.

## *What led to your becoming part of Kendal?*

About three years ago, when I met John Diffey through a mutual friend, Lathrop was in the midst of a two-year financial repositioning program. John and I talked at intervals in very general terms about our communities and the field in general.

I was also aware at that time of the increasing support services our residents were requiring as they aged in place. Because Lathrop offered independent living only, our residents were either leaving for other facilities or hiring home health aides. So one thing I discussed with John was the possibility of Lathrop becoming a continuing care retirement community. From that discussion came a decision to develop for Lathrop a strategic plan that would include the potential provision of health services for Lathrop's residents.

## *What effects did the strategic plan have?*

In 2003 Lathrop's board of directors approved a strategic plan which included these priorities: •strengthening finances, •affiliating with another organization, • developing an assisted living program and, for the future, • consideration of the development of a third community.

The Lathrop board also set criteria for selection of a future partner: • it must be a nonprofit organization; • it must have similar values, mission, and culture; • Lathrop must retain local governance and management, and; • Lathrop must retain its identity.

With the help of a consultant, we reviewed several potential partnering organizations and only The Kendal Corporation met all of the Lathrop board's criteria. In October of 2003, Kendal and Lathrop entered into a mutually exclusive due diligence process. It became apparent at a relatively early stage that we were all "sympatico"—that we held dear the same beliefs and values, which above all, in any close relationship, makes for an enduring, joyful journey together. By the end of the process we were convinced

that Kendal exceeded all our criteria for the perfect partner. On July 14, 2004, both boards decided to affiliate.

## *How do you see Kendal's attributes?*

Our board members and management staff who met the Kendal corporate team were all impressed by their respectful listening, their intelligent questioning, their humanity, and their dedication to the *Values and Standards* governing the Kendal system.

The timing of this relationship was perfect as well—Kendal had been interested in a presence in the Pioneer Valley for some time and Lathrop found itself on the brink of planning and implementing a higher level of support services for its residents. We needed guidance to cross that bridge and what better teacher and model than the highest quality retirement community system in the country?

So, all in all, this relationship is a perfect fit, and all of us at Lathrop are delighted, privileged, and honored to be a part of this great Kendal family.

## *What do you consider special about the Pioneer Valley?*

We think the Pioneer Valley is the ideal area to live, for all ages. It is geographically lovely, surrounded by mountains and hills with the beautiful Connecticut River winding through. There are cultural events to suit every taste within an hour of any point in the Valley. The "Five Colleges" are within a 10 mile radius of each other and offer numerous events that are open to the public, plus a *Learning in Retirement* program. Northampton is known as the premier small arts town in the country, and is renowned for its diverse, high quality restaurants. Boston is a 2 hour drive away and New York City is just 3 1/2 hours.

Really, the Pioneer Valley has all the attributes and diversity of city living—with a breathtakingly beautiful rural setting.

*"It became apparent at a relatively early stage that we were all 'sympatico'—that we held dear the same beliefs and values, which above all, in any close relationship, makes for an enduring, joyful journey together."*

*Liz Weissbach*

# Recollections . . .\*

by Jean Sheehan

To you who are to be the future residents of this lively place where deer and rabbits, pheasants and bears long have dwelled, I bequeath the still beauty that has made this the crowning jewel of my family's life.

We hiked the fields with our dogs; we fished for trout in the little gurgling brook that runs through it; often we were awestruck by the vivid sunsets we watched across it towards Mt. Pomeroy and the western hills.

In summer, fields of golden corn stood where perhaps your future homes will be. In winter the fierce storms left only a blanket of soft white snow to coast and play on. It is beautiful in all seasons, and it is beyond price.

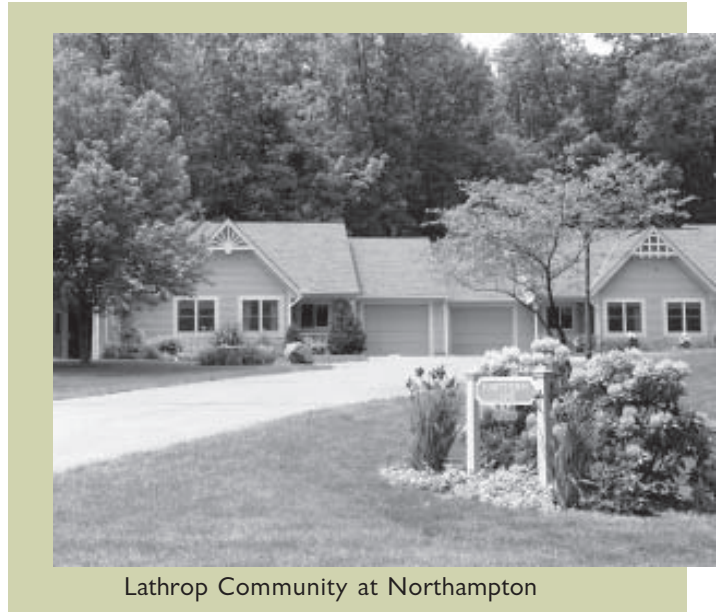
To each and every one of you we give it with full hearts, and with our prayers that your years here will bring you the peace that it has brought to us.

*\* At the time of my gift of land to Lathrop, I wrote this note to all residents. Perhaps this is a good time to publish it as Northampton celebrates its 350th anniversary. J.S. July 2004*



## About the author:

Jean Sheehan is a resident at The Inn at Lathrop in Easthampton. She donated 48 acres of her land to Lathrop Easthampton when the community was first being considered. She believed in the project's concept and mission. The Lathrop and Kendal families are grateful to Jean for her foresight and willingness to make Lathrop Easthampton a reality. Jean Sheehan's generosity is another powerful reminder of the significant role that philanthropy has played in creating and shaping each affiliate in the Kendal family.



Lathrop Community at Northampton

## Profile: The Lathrop Communities

A nonprofit organization, the newest Kendal affiliate.

Northampton, Mass.—opened in 1989;  
79 townhome-style independent living cottages and a community center.

Easthampton, Mass.—44 townhomes opened in 1996;  
The Inn opened in 1998 with 59 apartments, dining room, library, common areas.

Total Lathrop population—  
Townhomes: 160      The Inn: 55



Lathrop Community and The Inn at Easthampton

# Noteworthy Events

## KENDAL on Hudson



Sleepy Hollow, New York

### Construction Follows Gala Ground Breaking

"We're breaking ground on a groundbreaking program." That is how Philip Zegarelli, Mayor of the Village of Sleepy Hollow, described the ceremony marking the start of construction for Kendal on Hudson last year. Over 300 founding residents and invited guests gathered to witness the ground breaking and enjoy fellowship, refreshments, and the Sleepy Hollow High School Jazz Ensemble.

The community property will include a landscaped promenade along the Hudson River. More than one speaker noted their appreciation of Kendal's invitation to make this feature available to local citizens. When completed in spring 2005, Kendal on Hudson will provide housing, services, and long term care for a population of nearly 400.

Pictured right with shovels and hard hats are the day's speakers: Keith Safian, President and CEO of Phelps Memorial Hospital Center; David Jones, Project Director, The Kendal Corporation; Maarten van Hengel, Kendal on Hudson Board of Directors; Andy Spano, Westchester County Executive; John Diffey, President and CEO, The Kendal Corporation; Gay Berger, Chair of the Kendal on Hudson Board of Directors; Philip Zegarelli, Mayor of the Village of Sleepy Hollow; and C. Edward Midgley, Chair of the Board of Phelps Memorial Hospital Center.



### Executive Director

The Kendal on Hudson Board of Directors and The Kendal Corporation appointed Patricia A. Doyle to the position of Executive Director. Pat comes to Kendal from Jefferson's Ferry Continuing Care Retirement Community in South Setauket, N.Y., where, as Assistant Executive Director, she coordinated all services to the independent living residents of the community and managed the facilities, housekeeping, security, dining services, and community services/activities departments.



Pat has over 20 years of executive and account management experience in advertising and in-depth experience in organizational planning and development; financial management; operations; human resources; marketing and sales; marketing research and planning; change management and long range strategic planning.

Pat says, "I'm delighted to play a role in the creation of Kendal on Hudson, and convinced that together with the board, The Kendal Corporation, our partners at Phelps Memorial Hospital, and our residents we will build a strong community that delivers the very best in life care."



Above: Construction progresses on Mary Powell, the Kendal on Hudson commons building. This view looks west past the building's main entrance and over the Hudson River.

# KENDAL at Granville



Granville, Ohio

## Ground Breaking

From last November until today, progress is evident everywhere at Kendal at Granville. Nearly 200 people attended the ground breaking ceremony. One Founder commented, "the rain makes it even more memorable, we'll NEVER forget this day!"

Harriett Stone, Founder and President of the Kendal at Granville Board of Trustees, opened the celebration. Welcoming remarks and comments then followed from Granville Township Trustee Chair, Jim Havens; Granville Village Vice Mayor, Candi Moore; Board member and Chairman of Park National Bank, Bill McConnell; Denison University President, Dale Knobel; President and CEO of The Kendal Corporation, John Diffey; and Kendal at Granville Director of Marketing and Community Relations, Bobbi Thios.

Those present signed the following Proclamation to be framed and hung in the community building.

We gather today, November 11, 2003, to break ground for Kendal at Granville. This ceremony celebrates the vision, the patient persistence, and the hard work of many people:

The members of the Board of Trustees of Kendal at Granville who never wavered in their belief and dedication to this project.

The staff of The Kendal Corporation who stayed the course, whatever obstacles appeared along the way.

The staff of Kendal at Granville whose tireless efforts and outstanding work have brought the events of this day to fruition.

The members of various governmental entities—village, township, county and state—who have helped to make this community possible.

The Founders, initial residents of Kendal at Granville, who have committed spirit and resources to create a community with a rich future.

In witness of our gratitude and congratulations as we begin to build the physical structures that will house Kendal at Granville, we sign this document.

## Executive Director

Douglas P. Helman started as Executive Director of Kendal at Granville in July. Doug served last as Senior Administrator at Oakmont West Nursing Center, a facility of HCR-Manor Care, in Greenville, South Carolina. Following his graduation from Bowling Green State University, in Bowling Green, Ohio, where he received a bachelor's degree in business administration with a specialization in health care administration, Doug began his service to older people.



"I am extremely passionate about working with and serving seniors, and I look forward to the challenges and opportunities that service to the Founders and future residents of Kendal at Granville will afford me."

The commons building takes shape in preparation for 2005 opening.



Above: Founders Jack and Jane Heller (left), Dave and Dee Richards (right), and Kendal at Oberlin Founder Louise Richards (fifth from left) join the official ground breaking speakers.

Left: Dale Knobel, President of Denison University, addresses the crowd gathered for ground breaking.

# KENDAL at Ithaca



Ithaca, New York



## A first person account of Kendal at Ithaca's celebration of accreditation.

In 2003, Kendal at Ithaca celebrated its accreditation by the Continuing Care Accreditation Commission. The celebration program began with executive director Dan Governanti speaking of the role of The Kendal Corporation in planning and helping Kendal at Ithaca with its accreditation self-assessment, and also noting how supportive the corporate staff have been throughout their history.

I spoke next, noting I was there on behalf of a team in Kennett Square who was just as thrilled as Kendal at Ithaca on their achievement of this milestone.

Peggy Morache, Assistant Vice President of Member Service of the New York Association of Homes and Services for the Aging, said that she and the association staff appreciated Kendal at Ithaca's active participation in committees and task groups—both residents and staff were involved.

Two Cornell University leaders, Keith Kennedy and Dale Corson, spoke about the history of Kendal at Ithaca—the many hours, and meetings, and the decision to work with Kendal. Both spoke glowingly of Kendal's help in getting the community launched.

Keith and Dale and their wives are now residents at Kendal at Ithaca.

Board Chair Mike Shay commented on accreditation as a seal of approval. He noted how much it means to have a team of peers and the accreditation commission acknowledge that a community meets and exceeds standards.

Admissions director Karen Smith spoke at the end, and asked me to convey this message to all corporate staff—"Thanks for raising us!" She warmly expressed Kendal at Ithaca's appreciation to The Kendal Corporation for getting the community launched, and for being there now to provide continuing support and mentoring.



Karen also said that the residents, board, and staff make the community an awesome place. I heard much the same comment from the daughter of a resident who told me that she and her husband have joined the waiting list for Kendal at Ithaca because of the stimulating life and people at the community. They visited other communities near their current home, but none felt right to them like Kendal at Ithaca does.

In addition, board members from the early days have recently moved to Kendal at Ithaca—Ray Van Houtte and Mary McGinnis. And two new residents raved about life at Kendal at Ithaca—the kindness of the other residents and staff during the move-in period, the variety of events and activities. Kendal at Ithaca's accreditation is well deserved.

*Nora Adelman  
Director for Policy, Planning, and Administration  
The Kendal Corporation*

[www.kendal.org](http://www.kendal.org)

## Coming in September...

*Watch your mailbox for the official announcement of the **NEW web sites** of the Kendal System. Each community and service affiliate will present a dynamic, user-friendly, complete, and informational site.*

*We are proud of our new web sites....we hope you will enjoy them.*

# Updates & News

The **KENDAL**  
Corporation



Kennett Square, Pennsylvania

## Changes at Worth Center

**Kendal Outreach, LLC**, an affiliate of The Kendal Corporation, has been formed specifically to oversee programs that reach beyond Kendal communities. As the volume of activity in outreach grew, it became obvious that focused direction was essential. Kendal Outreach is a limited liability company with The Kendal Corporation as the sole member.

**Beryl Goldman**, formerly Director for Health Services for The Kendal Corporation, has assumed a full-time role that has been a significant part of her activities for some time: Director for Outreach. In this newly created position, Beryl oversees several grant-funded projects under the auspices of Kendal Outreach, LLC, a recently created affiliate of The Kendal Corporation. She continues to serve on various work groups—Food and Drug Administration Hospital Bed Safety, steering committee for Pennsylvania Quality Insights—and to give presentations and workshops.

**Kathleen Glendening** joined The Kendal Corporation in October 2003 as Director for Health Services. Most recently a corporate regional director for clinical services with The Marriott Corporation, Kathy is a registered nurse and licensed nursing home administrator. In her new position, Kathy is responsible for working with Kendal affiliates in support of their health and wellness programs, identifying strategic goals and solutions to challenges for the system as a whole and particular affiliates.

## In the past year, The Kendal Corporation Board of Directors has welcomed five new members:

**Harte Crow**, from Etna, New Hampshire, is a physician at Dartmouth-Hitchcock Medical Center and a professor of radiology, obstetrics and gynecology at Dartmouth Medical School. Harte is also on the Kendal at Hanover Board of Directors, the Board of Governors of Dartmouth Hitchcock Clinic, and the Finance Committee of the Town of Hanover and Dresden School District.

**James (Jim) Oltman**, from Hastings-on-Hudson, New York, retired as the chief operating officer/chief administrative officer of the Federal Reserve Bank of New York. Jim also serves as a member of the Kendal on Hudson Board of Directors, President of the Board of Managers of Oakwood Friends School, and Trustee of Purchase Monthly Meeting.

**Diana Roose**, from Oberlin, Ohio, serves as Assistant to the President of Oberlin College. A member of the Kendal at Oberlin Board of Directors, Diana is a member of the National Peacebuilding Executive Committee of the American Friends Service Committee in Philadelphia. She served as Research Director of 9 to 5, the National Association of Working Women, in Cleveland, Ohio.

**Michael (Mike) Shay**, from Ithaca, New York, is the sole proprietor of MDS Enterprises and retired in 1997 as President of EMF in Ithaca. A member of the Kendal at Ithaca Board of Trustees, Mike is a member of the board of the Tompkins Trust Company and a partner in the Cayuga Venture Fund.

**May Wykle** currently serves as Dean of the Florence Payne Bolton School of Nursing at Case Western Reserve University in Cleveland, Ohio and directs the University Center for Aging and Health. In addition to extensive publications and research, May is a member of the advisory board for the Campaign for Nursing's Future, funded by Johnson and Johnson. May was President of the Sigma Theta Tau International Nursing Honor Society from 2001-2003.

# KENDAL

## Outreach LLC

Kennett Square, Pennsylvania



**Director for Outreach Beryl Goldman and Administrative Assistant Mary Scharf oversee and coordinate these projects.**

### **Pennsylvania Restraint Reduction Initiative (PARRI)**



PARRI, now in the ninth year of funding from the Commonwealth of Pennsylvania and the County Commissioners Association, has four employees. Neil Beresin, Janet Davis, and Karen Russell are regional directors, each responsible for a specific area of Pennsylvania. Sara Wright is a nurse practitioner and assists the others as requested. The PARRI project began as a “train the trainer” initiative, working with skilled nursing facilities to eliminate physical and chemical restraints. PARRI recently began a new program: PA FIRST (Fall Interventions, Resources, Systems, and Training), to assist facilities in reducing falls. The PARRI staff are presently working with three long-term care sites, and additional sites will be included over the course of the year.

### **Collage, The Art and Science of Aging**



Kendal Outreach has been working in a joint venture with Hebrew Rehabilitation Center for Aging from Boston to refine tools for assessment of older people who live residentially. The tools were originally developed by interRAI, a multinational group of researchers and academicians. There is a suite of assessment tools, used in various situations, and designed to gather additional information about the person being assessed if the responses to questions trigger issues. The Collage project computerized the tools and is now working with continuing care communities in a consortium to further refine the tools, to train staff in using them, and ultimately to provide reports to participating organizations. The

database resulting from the assessments will be analyzed to give information to providers, caregivers, and clients on the most effective interventions to enable individuals to live as independently as possible. Though the project is beginning with continuing care community residents, it is anticipated the tools will be used with older adults residing in the wider community as well. This project has been funded to date by grants from Kendal Charitable Funds and fees from participating organizations. Sybil Schwartz is the project director.

### **Best Practices Project in Pennsylvania**



The second phase of the Best Practices project is focused on five protocols — pain, depression, activities of daily living (ADL), incontinence and pressure ulcers. Sixty-two facilities are in the second phase. The Department of Health has been aggressive in seeking funds to continue the implementation portion of the project on a larger scale once the second phase is completed. This will require private or government grants or a combination of grants to provide support to the 700+ facilities in Pennsylvania. This project is staffed by two nurse educators, Sabita Balgobin and Ruth Bish, and is in its fourth year of operation, funded by a grant from the Pennsylvania Department of Health.

### **Philadelphia Corporation for Aging Grant**

Kendal and Widener University began the Philadelphia Corporation for Aging grant-funded project, *Management Skill Development for Nursing Leaders: Improving the Work Environment for Direct Care Workers*, with staff from six long-term care facilities in the Philadelphia area in winter 2003. Surveys were conducted with nursing assistants at each of the six facilities prior to the classes and at the conclusion of the sessions. This project included eight, five-hour classes taught jointly by Beryl Goldman and Jose Proenca, a Widener business management professor. The funding continued through the end of June 2004. Additional funding is being sought for a larger scale project.

# KENDAL~ CROSSLANDS Communities



Kennett Square, Pennsylvania

## Thirtieth Anniversary

Kendal at Longwood celebrated its 30<sup>th</sup> anniversary in October, 2003, with a reception for residents, staff, and special guests, a resident banquet, and an employee recognition reception. Eight of the founding residents, a number of founding board members, and three 30-year employees were honored. Memorabilia from construction to the present day were displayed in the hallways during the festivities.



Kevin Murphy, Kendal at Longwood Head Cook and 30-year employee, and Founder Anna Loomis celebrate the 30th anniversary.

Meanwhile, construction of a new wellness center, housing indoor lap and therapy pools, a jacuzzi, areas for exercise classes and equipment, as well as

physical and occupational therapy offices, is expected to be completed in November. Renovation of the Kendal health center is also underway, and is expected to be completed in the spring of 2005. Planning has started for the expansion of the Kendal Coffee Shop (Café), along with preliminary planning for construction of new cottages at Kendal.

## New Cottages

Construction workers and equipment have been part of the landscape at both Kendal and Crosslands for many months as the communities move ahead to prepare for the future. Forty-four new cottages were completed and occupied at Crosslands in the fall of 2003. Tours of the new cottages were popular with both waiting list members and residents.



Visitors tour the new cottages at Crosslands.

Currently, construction is targeted for completion in September on a project to expand the Crosslands Coffee Shop—soon to become the Crosslands Café.

# KENDAL at Oberlin



Oberlin, Ohio

## Master Plan: Phase I

A dedicated subcommittee of the finance and property committee of the Kendal at Oberlin board of directors has completed planning for Phase I of that community's 10-year master plan. The plan calls for four phases of moderate growth that will provide important improvements in an affordable manner for existing and future residents. As in previous stages of planning, residents, staff, and board worked together. Phase I of four phases over 10 years includes the following changes to the 92-acre campus:

- A dozen new cottages divided into two clusters of six cottages each.

- A new marketing and admissions suite with offices and conference space.
- Two new meeting rooms located near the Heiser Auditorium.
- Additional physician exam rooms and an improved waiting room design in the Resident Care Clinic.

Committee participants gave the architects valuable insight into many aspects of the planned additions and modifications which are intended to meet the needs of current and future generations. Increased square footage, an emphasis on flexibility in use of space, and accommodating life-style preferences will all be important considerations. Many of the ideas will be useful as the current 192 units continue to be remodeled and updated. The project is scheduled to start in early 2005.

# KENDAL at Hanover



Hanover, New Hampshire

## Prestigious Award

Kendal at Hanover is the recipient of a Safety and Health Achievement Recognition Program (SHARP) award for implementing exceptional workplace safety and health programs. In presenting the award, John A. Stephen, New Hampshire Health and Human Services Commissioner, said "This award is a tremendous achievement and is a tribute to the administration and staff of Kendal at Hanover for commitment to the safety and well being of their staff and residents. They are a shining example of excellence.... My hat's off to them."

Kendal at Hanover is one of only two businesses in the state to currently hold the prestigious SHARP award, a program of the United States Occupational Safety and Health Administration (OSHA). Receipt of the SHARP award exempts Kendal at Hanover from routine OSHA compliance inspections for a period of one year.

"The Kendal System's *Values and Standards* stress the belief, rooted in our Quaker heritage, in the dignity, value, and worth of each human being. We strive to

give life to this belief in our services to residents and our concern for the well being of staff. We're pleased to take the steps that ensure our employees' safety, and we are grateful for the N. H. Department of Health and Human Services' assistance in enabling us to achieve this high standard," states Bob Woolrich, Executive Director.



Kendal at Hanover Safety Committee with SHARP award.

## Excellence in Service

Bob was also pleased to announce that this year's annual surveys were deficiency-free in all areas—assisted living, skilled nursing care, and adult day services. The latter program, initiated within the last year, serves not only Kendal residents but the entire Upper Valley community.

# KENDAL at Lexington



Lexington, Virginia

## Benjamin Borden Health Center

In October 2003, Kendal at Lexington dedicated the Benjamin Borden Health Center. The event also celebrated the one-year anniversary of the opening of the health center in 2002, when Kendal at Lexington began to provide a full continuum of care not only for Kendal residents, but also for the local community.

The health center is named for Benjamin Borden, a Quaker originally from Freehold, New Jersey. The 500-acre Sunnyside property on which Kendal at Lexington is situated was initially purchased from the Borden Grant in 1747.

Kendal at Lexington is also now engaged in updating its strategic plan. With input gathered from residents, future residents, staff, and board, the planning committee will consider material from multiple sources and then sketch an initial outline of the strategic priorities for Kendal at Lexington in light of the community's mission and vision.



Dedication of Benjamin Borden Health Center.

# BARCLAY FRIENDS



West Chester, Pennsylvania

## Welcome Nurses from Abroad

Three years ago Barclay Friends and Kendal-Crosslands Communities initiated a collaborative effort to relieve the shortage of nurses all three communities anticipated. The Foreign Nurse Recruitment Committee was formed to explore recruitment of nurses from abroad. After careful research, the committee sent Cel Agustin, Kendal at Longwood Health Services Administrator, whose original home was in the Philippines, and Cathy Emig, Human Resources Director for Kendal-Crosslands Communities, to the Philippines to interview potential nursing staff. As a result of this trip, a number of Philippine nurses agreed to come to Pennsylvania and work at Barclay Friends and Kendal-Crosslands Communities. To date, two nurses have arrived. One nurse is currently working at Crosslands and one at Barclay Friends.

Crosslands has welcomed Lyra Cayme to its health services staff. Suzette Francisco, the first RN from the

program to be welcomed by Barclay Friends, has 25 years' experience as a registered nurse. In addition to working in the Philippines, Suzette served in Saudi Arabia for 14 years. Suzette's daughter Jennifer accompanied her and will also be working at Barclay Friends.

The new nurses will work as certified nursing assistants until they complete the recertification process necessary for them to practice as registered nurses in Pennsylvania.



Lyra Cayme of Crosslands health services, and Jennifer Francisco and Suzette Francisco of Barclay Friends.



*A Lifetime Plan  
for a Life at Home*

Cuyahoga and Lorain Counties, Ohio

## Successful Launch for New Program

Kendal at Home, Ohio's first continuing care at home plan, was launched successfully earlier this year. Kendal at Home is a new concept initiated by Kendal Northern Ohio, and designed specifically for older adults who wish to remain in their homes and be a vibrant part of their community. The initial funding was supplied by grants from The Cleveland Foundation, Kendal Charitable Funds, and Kendal at Oberlin.

Kendal at Home, called the *Lifetime Plan for a Life at Home*, allows members, working with a care coordinator, to design care plans which help them to main-



Left to right: Lynne Giacobbe, Executive Director; Suzanne Pappas, Director of Sales and Marketing; David Zientarski, RN, Director of Care Coordination.

tain their independence and wellness. Members have a choice of contracts offering a full range of services covered by a fixed investment for life. The plan options cover routine assistance with daily tasks, the cost of assisted living, and skilled care in the member's home or, if needed, in a qualified area facility in contractual relationship with Kendal at Home.

The Kendal at Home office is located in Westlake, Ohio, central to both Cuyahoga and Lorain Counties.

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