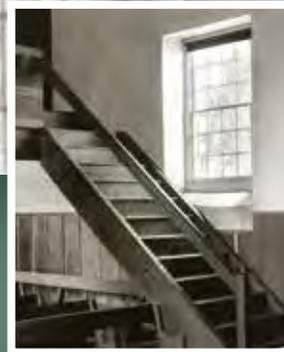


Meeting Ground

FALL 2015



A place to meet, to get to know one another, to share ideas, and to strengthen our common purpose of serving older people in accord with values and goals rooted in our Quaker heritage.

Kendal System Staff Newsletter: The Admiral at the Lake • Barclay Friends • Chandler Hall • Collington • Kendal at Granville
Kendal at Hanover • Kendal at Home • Kendal at Ithaca • Kendal at Lexington • Kendal at Oberlin • Kendal-Crosslands
Communities • Kendal on Hudson • Kendal Outreach, LLC • Lathrop Communities • The Kendal Corporation

Kendal selects new President & CEO

The Kendal Corporation Board has selected Sean M. Kelly, Kendal's Director for New Business Development since 2008, to succeed John Diffey as President and CEO next year. John notified the Board in March of his plans to retire by mid-2016 after serving more than two decades as Kendal's chief executive. A leader in the field of aging services, Kendal is among the 10 largest not-for-profit senior living organizations in the U.S.

"I'm so grateful for the opportunity to continue building on the foundation that John, Corporate staff, Affiliate and Corporate board and staff members, and Kendal's residents have laid down over the last 40-plus years," Sean said. "I'm also quite aware that we are moving into a very dynamic era where we will face challenges along with important opportunities. Over our history, Kendal has led through times of great change. Today we have the capacity and the will to meet those same standards for leadership, integrity, quality and innovation that have shaped Kendal's identity so beautifully."

While at Kendal, Sean has been responsible for leading and managing organizational efforts aimed at fostering new opportunities for growth, while supporting planning and development initiatives for existing Kendal communities. Sean is a frequent speaker around the country and beyond on many topics, including senior housing development, emerging trends, organizational management for growth, and affiliation, merger and acquisition processes.

In a letter to the Kendal Community announcing that Sean would be Kendal's next President and CEO, Board Chair Joan Countryman noted that "Through his work and his man-

ner, Sean ... demonstrates attributes that make him uniquely qualified for this position: his passion for this work; his thirst for learning and innovation; his leadership; his 'followership'; his compassion; his energy; and a deep appreciation of, and commitment to the values that are foundational to Kendal."



Sean Kelly to take the helm in 2016

Sean joined Kendal in 2008 after 11 years with Connecticut-based Retirement Living Services — a development, finance, marketing and operations consultant to senior housing and service providers throughout the United States.

Sean graduated from Ursinus College in Collegeville, Pennsylvania, in 1992 with a bachelor's degree in international relations, and in 2014 he completed an Advanced Management Program at the Wharton School at the University of Pennsylvania in Philadelphia. He will continue to live in Haddonfield, New Jersey, with his wife, Susan, and three

young daughters, where they will remain very active in and around their community.

"I am thrilled with the Board's selection of Sean," John Diffey said. "Sean and I are committed to working closely together to orchestrate a smooth transition."

The work on identifying John's successor was led by The Kendal Corporation's Board of Directors, which established a special Search Committee in March. The Search Committee was comprised of seven Kendal Board members, including four who serve on Kendal Affiliate Boards. Board member Harry Hammond, a Kendal-Crosslands Communities resident, chaired the Search Committee, and Wanda Whitted-Smith, Director for Human Resources, provided critical staff support.

Farewell Beryl & Bill, with Admiration & Gratitude

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



The Kendal Corporation will be losing two key department heads to retirement in 2016. Beryl Goldman, Director for Outreach, has announced her retirement effective June 24, 2016. Bill Silbert, Director for Marketing and Public Relations will retire June 3, 2016. Each has made important contributions to Kendal and to the field of aging in careers spanning 30 and 15 years, respectively.

Beryl and her team have built on “Untie the Elderly,” Kendal’s national program modeling and promoting restraint-free care, and expanded the scope and impact of Kendal Outreach. One, the Pennsylvania Restraint Reduction Initiative (PARRI), created nearly two decades ago, has led to a reduction in restraint use in Pennsylvania’s nursing homes from 28 percent to 1 percent over that period. PARRI staff members have consulted with approximately 95 percent of Pennsylvania’s nursing homes—helping them eliminate or greatly reduce the use of both physical and chemical restraints, and reduce the number and severity of falls and pressure ulcers as well.

Another key Kendal Outreach initiative is the development of “Vitalize 360,” formerly “Collage”—a Kendal and Hebrew Senior Life of Boston led initiative to improve and measure outcomes. That program was recently re-launched on a new technology platform at the LeadingAge Annual Meeting in Boston.



Bill Silbert likewise has made legacy contributions during his tenure. He and his colleagues are well-known within Kendal and in our field for their superb work in supporting the marketing, public relations and advertising of Kendal and its affiliates. Perhaps the longest lasting of Bill’s contributions will be his leadership in developing Kendal’s clear and compelling mission statement: “Together transforming the experience of aging.”® Bill invited broad participation,

leading “a journey into the heart and soul of Kendal”—looking for the precise, succinct, memorable and compelling expression of Kendal’s reason for being. Further, he and colleagues developed Kendal’s brand attributes, brand architecture, brand incubation strategy and Brand Council—all important elements in consistently communicating what Kendal is, stands for and seeks to achieve.

Over the past two years, Beryl and Bill together have developed podcasts featuring experts on subjects related to Kendal’s mission that are broadcast in Philadelphia and then featured on Kendal’s website. And this past summer, these two master craftspersons led an enormously successful set of networked conversations, hosted at WHYY in Philadelphia and at four Kendal affiliate locations that preceded and informed the 2015 White House Conference on Aging. Beryl Goldman and Bill Silbert—two outstanding people and Kendal colleagues—we are grateful to you and wish you well.

John Diffey

Kendal Awarded 5th Consecutive Healthy Workplace Honor

For the fifth year in a row, Kendal has been recognized as one of Greater Philadelphia’s “Healthiest Employers” by the Philadelphia Business Journal. Kendal was one of 12 employers with 500 to 1,499 employees in the Delaware Valley singled out for the award.

The Philadelphia Business Journal teamed up with Healthiest Employers, a national research firm, to identify southeastern Pennsylvania employers whose wellness policies and programs demonstrate a commitment to a healthy workforce. To qualify, the selected employers in southeastern Pennsylvania completed an online corporate wellness assessment and then were benchmarked against local and national employers using criteria developed in consultation with a panel of 100 health, academic and business professionals.

Kendal’s staff wellness programs include:

- Nutrition and weight management
- Stress management and relaxation
- Physical activity and fitness
- Blood pressure and cholesterol management
- Work-life balance
- Parenting skills
- Tobacco cessation
- Financial management
- Biometric screening
- Personalized health coaching

“Kendal’s emphasis on employee wellness reflects our commitment to foster a high-quality work experience for staff,” says Wanda Whitted-Smith, The Kendal Corporation’s Director for Human Resources and Chief Learning Officer. “We recognize that Kendal must be a good place to work if we are to offer good places to live and to provide quality services.”

Hanover community collaborates on intergenerational art book

Why is it important for children and older adults to spend time together? Kendal at Hanover staff, 30 residents and 36 children from the Kendal at Hanover Children's Center have created a new book that offers several answers to that important question. Among them: "We can make art together and help each other be creative," and "The children learn that aging is not scary."

During the summer of 2014, Kendal at Hanover invited Upper Valley arts educator Jennie Harriman to launch a therapeutic intergenerational (IG) arts program there. Because of the success of that summer program, Kendal at Hanover's IG Leadership Team applied for and received a \$5,000 grant from Kendal Charitable Funds to continue and expand the arts program with Jennie's guidance. The grant was awarded to document the impact of intergenerational art programming on its participants.

"Together, Jennie and the IG team decided a book would be an excellent end product for this program," says Sharon Miller-Dombroski, Director of Kendal at Hanover's Children's Center. "This project has confirmed that when children and

older adults spend time together, lives are enriched."

The book, titled *Together: We Live, Learn, Play, and Grow*, features colorful and evocative artwork, inspired by papers painted and decorated by the children and older adults who participated in the program. Jennie and the intergenerational team used the paintings to make large collages, inspired by photographs of the older adults and children interacting. Jennie photographed the collages, which were displayed at a Kendal at Hanover art opening, and digitally edited them for the book. The paperback book is available for \$11.99 online at Amazon.com.

Staff who worked on the project with Sharon included, Dyan Earle, Social Service Associate; Erica Myers, Life Enrichment Program Director; and Ashley Parker, Admissions & Marketing Associate.

Kendal at Hanover has had an on-site childcare center for more than 20 years. The program, which provides care and education for children from six weeks to five years of age, exists to provide an early learning experience for young children while their parents are working.



**Kendal
Values**

Building Mutual Respect Among Community Members and Staff
Nurturing a Spirit of Inquiry and Continuing Learning
Maintaining a High Quality Work Experience
Providing a Sound Financial Foundation

3 Kendal Communities Welcome New Human Resources Leaders



Beth Waite joins Kendal at Granville as the community's HR Manager

Beth comes to the Kendal family with a bachelor's degree in business administration and human resources from Franklin University in Columbus, Ohio. Beth most recently served as Director of Human Resources at Mount Carmel East Hospital, where she was employed for 13 years.

Prior to working at Mount Carmel, Beth owned a human resources consulting business and worked for Nationwide Insurance in progressively responsible human resources leadership roles. Beth has wide-ranging human resources experience, including benefits, employment, compensation, leadership development, employee engagement and regulatory compliance.

"Everyone at Granville has been very welcoming," Beth said. "I can tell this is a very special place, and I am excited to be a member of such a unique health care community."



Deborah McCardell succeeds Janie Bibbie as Kendal at Ithaca's HR Director

Debbie worked for more than 25 years in progressively more responsible positions at the William George Agency for Children's Services (WGA) in New York. For nine years, Debbie served as Director of Human Resources for 530 WGA employees. During her tenure, she improved staff retention rates, completed a major overhaul of the personnel manual and developed an employee recognition program. She also brings extensive experience in leadership, administration and residential living to her new role.

Anative of West Chester, Pennsylvania, Debbie holds a Bachelor of Science degree in Human Services from Empire State College in New York and is a certified Professional in Human Resources.

"The reason that I am so excited about joining the Kendal team is because I closely identify with the values, practices and mission of Kendal at Ithaca," Debbie says. "My primary duty, as I see it, is to maximize the potential of each and every Kendal employee so that together we can provide the highest quality services to the residents of the Kendal community."



Brenda Ables assumes HR leadership position at Collington

Brenda brings extensive experience in developing training programs, benefits management, organization and communication and employee-management relations to her role as HR Director at Collington. She describes herself as "a results-driven professional with proven ability to orchestrate, implement and monitor all phases of human resources administration, while coordinating the team's efforts to ensure daily operations are conducted with the highest quality service."

Brenda graduated from Hofstra University with a bachelor's degree in psychology and earned an MBA, with a concentration in human resources and personnel management, at Adelphi University. Before coming to Collington, she worked as HR director for a federal government contractor with 400 employees and for a property management company in Rockville, Maryland, with 70 employees.

Kendal Outreach Launches Palliative Dementia Care Pilot Project

In late September, Kendal Outreach received a generous grant from Friends Foundation for the Aging for implementation of a one-year pilot of the “Honor, Dignity, and High-Quality Living through Palliative Dementia Care Project.” The Outreach team drew on their skills and expertise to develop a formalized program directed to the specific goal of making life more comfortable for nursing home residents living with dementia, their caregivers and families.

Kendal Outreach team members Sadie Mitchell, Janet Davis and Linda Hnatow are now working with three facilities to develop person-centered, evidence-based strategies to decrease the distressing behaviors and psychological symptoms of dementia that plague most individuals with the disease. The three Pennsylvania facilities participating are the Delaware Valley Veteran’s Home and the Saunders House in the Philadelphia area, and Chandler Hall in Newtown.

In October administrators at each location met with Kendal Outreach staff and began the process of deciding on their responsibilities and which of their staff would lead the effort. An ambitious list of accomplishments is planned, beginning with education of the residents, staff and families. Methodologies include providing residents

with individualized music playlists on iPods, experiences with nature, and storytelling to increase the quality of life of this group. These interventions are all intended to fill gaps in knowledge of how to care for this vulnerable population and add to the evidence of effective approaches.

Palliative care is often thought of as synonymous with hospice care; but there are some distinguishing features that make it an ideal model for dementia care. For example, unlike hospice care, palliative care may be offered to allay suffering and distress at any point along the illness trajectory and is not reserved for the end of life. Unlike most terminal illnesses, individuals with dementia can live up to 10 years with symptoms. It is therefore, crucial, to provide long-term prevention and relief. “The aim of our work is always to add quality, meaning and pleasantness and to reduce stress for staff, residents and families,” says Beryl Goldman, Director for Kendal Outreach.

Upon the successful completion of the pilot project, Kendal Outreach plans to secure a federal grant to sustain and replicate the palliative dementia care project. “We see this as a launching pad for assisting other communities around the state and country in developing similar programs for those they serve,” Beryl says.



**Kendal
Values**

To provide physical settings that are sensitive to the aging process and that enhance quality of life, security and wellness.

Barclay Friends provides Alzheimer's-endorsed training for all staff

Normal aging – it's what everyone hopes to experience. But with increased admissions to nursing homes of those with acute diagnoses, negotiating the fog of Alzheimer's disease is becoming an even greater challenge for caregivers. Embracing one of the five essential core values at Barclay Friends, "Continuous Learning and Education," Resident Services Administrator Sarah Matas wanted to provide all staff with an innovative tool for caring for those with dementia and Alzheimer's disease that could be easily integrated with current care practices.

Residents with dementia are not segregated at Barclay Friends, so it was important to find an approach to care that nurses and CNAs could use with residents who have varying degrees of memory loss and/or cognitive difficulties. Enter *essentiALZ™*, an online learning program offered through the Alzheimer's Association. The training is divided into four 1-hour modules that focus on person-centered care, the basics of dementia, and behaviors as an expression of communication. The fourth module focuses on a specialized approach developed by the Alzheimer's Association, titled CARES, which stands for Connect with the Person, Assess Behavior, Respond Appropriately, Evaluate What Works, and Share with Others.

Sarah made it convenient for all staff to receive certification by allowing them to take some time out of their busy schedules to move through each of the four units during their normal working hours. Barclay Friends demonstrated its commitment to this training by providing someone to fill in for direct caregivers so that they could leave the floor and focus on the program. Nurses and other team



members who chose to complete the program on their own time were compensated for that time.

By the end of 2014, all staff members had been certified in *essentiALZ™* and the training now is part of the orientation process for all new employees. And, because Barclay Friends believes that everyone is responsible in providing quality care to residents, administrative staff were given the opportunity to train, as well.

"The program has many interactive features and video clips interspersed throughout," Sarah says. "There are opportunities to view real caregivers helping real residents with dementia and our staff found this realism to be one of the best features of the program," she says. "We are proud of the excellent care our staff provide to residents with dementia, and we are pleased to be able to provide this specialized training that will continue to enhance their knowledge."

Receptionist Donna McElwee and Wasco Sankoh, CNA, work together at the new computer workstations located in the employee lounge, a convenient spot for staff to complete *essentiALZ™* training. "I'm on a first-name basis with our family members here, and with our residents, so this training is important. It helps me provide more individualized care," Donna says.

Kendal Values

To enhance the quality of life and vitality of those

we serve and to foster a sense of community

To strive for excellence in management and governance

To promote continuing learning

Oberlin's Creative Arts Therapy Team Promotes Vibrant Lifestyles

Michele Tarsitano-Amato, Director of Creative Arts Therapy, and Jara Dell, Music Therapist, maintain a full and diverse activities program for residents of Kendal at Oberlin's Stephens Care Center. So what does it take to create activities programming for care center residents seven days a week? An observer might say leading a sing-along, reading a newspaper and doing group crafts don't seem too complicated. Well, there's much more to it than that.

Michele has a Master of Arts in Art Therapy degree and is a board-certified art therapist. Jara, a board-certified music therapist, has a Master of Arts in Music Therapy degree. Together they create holistic, person-centered programming that provides opportunities for learning, culture, fun, reflection and self-expression. They also help residents in assisted living and skilled nursing care feel a sense of community and connected with people of all ages.

The Creative Arts Therapy team's activities have included creating a stained-glass wall hanging, "The Glass Garden of Friendship," that now graces the Friends Corner dining room in the Stephens Care Center; making pottery and finishing it off in a kiln; creating sun catchers to present to each founding resident and staff member for Kendal at Oberlin's 20th anniversary celebration in June; selling crafts and handmade jewelry to finance the purchases of a digital camera and pottery kiln; taking residents on bus trips to tour the Cleveland Art Museum, the Natural History Museum and zoo; and creating a Cooking Club where Kendal at Oberlin Early Learning Center preschool students can learn how to cook and bake with their "Grandfriends" in assisted living.

Michele emphasizes the importance of realizing that residents are always listening, even when they appear not to be, and that what they think and say matters. It's equally important to give residents the opportunity to express their



Music Therapist Jara Dell serenades Joy Myerly, a Stephens Care Center resident, in Kendal at Oberlin's courtyard garden.

thoughts and share memories of how things used to be, and to ask for their reactions to current events, Michele says. Asking them these questions is called "investigative reporting."

"We don't just read the newspaper together," Michele says. "After reading each article, I take time to ask each resident to share their thoughts and opinions with the group. Some of our discussions are quite in-depth and very lively!"

Jara asks Stephens Care Center residents about their music preferences, reading habits and desire to spend time outdoors or indoors, while getting to know them better. Eye contact, smiling, grasping hands and tapping feet are all nonverbal signs from frailer residents who can't speak about their likes and dislikes. If a resident can't or won't respond, Jara says, "I try to play an eclectic compilation of music for them and see how they react."

Jara has organized a resident handbell choir. Since most players don't read (or can no longer read) music, Jara arranges the choir members like a large keyboard and physically cues each one when to ring their bell. Listening to them play, one would have a hard time believing the bell ringers aren't reading the notes. The bell choir performs in the annual resident Solstice Program in December and is always an impressive delight.

Designing, implementing and overseeing five to eight hours a day of quality activities seven days a week requires much more staff time than Michele and Jara can cover by themselves. The health services staff team, fitness staff, Oberlin College work-study students, part-time activity assistants (who also work in Kendal at Oberlin's dining services), as well as occasional resident volunteers and volunteers from the greater Oberlin community — all help to make these extensive activities programs possible for the Stephens Care Center residents.

Michele Tarsitano-Amato (left), Director of Creative Arts Therapy, works with a resident on a pottery project.



Lathrop Gone Wild...



In December, the National Wildlife Federation (NWF) designated The Lathrop Communities as a Certified Wildlife Habitat. That makes Lathrop part of the NWF's worldwide network of mini-refuges and fills in important links in the forest and conservation "land highways" of Western Massachusetts.

NWF recognized Lathrop for its "conscientious planning, landscaping and sustainable gardening [where] wildlife may find quality habitat — food, water, cover and places to raise their young." Among the furry and feathered "residents" and visitors regularly seen (and sometimes photographed) at Lathrop are turkeys, rabbits, deer, bears, rabbits, bobcats, hawks, rabbits, pheasants and porcupines. Did we mention rabbits?

Both the Easthampton and Northampton campuses of Lathrop



Bobcats and many other forms of wildlife —including turkeys, rabbits, deer, bears, hawks, pheasants and porcupines — are at home on Lathrop's campuses.

boast significant wild areas. Lathrop Northampton is situated on a 35-acre park-like site that includes seven acres of woods that lead into the Fitzgerald Lake Conservation area. The expansive Lathrop Easthampton campus sits astride more than 100 acres of conservation land and wetlands and about 50 acres of agricultural reserve. Both towns' open spaces planning documents specifically identify the Lathrop lands as ecologically important to the natural vitality of the region.

The Land Conservation Subcommittee of Lathrop's Green Committee



suggested applying for the Wildlife Habitat designation as confirmation of joint efforts by residents and staff to be responsible stewards of both Lathrop campuses. The certification was just one among many stewardship steps taken by committed residents and staff at Lathrop.

In 2013, newly arrived Lathrop Easthampton residents Barbara Walvoord and Sharon Grace began to walk the Lathrop lands. While struck by the beauty and accessibility of the forest, meadows and fields, they also noticed many invasive plants coming in

Expanding Horizons Through Language Study at Kendal on Hudson

Kendal on Hudson is especially fortunate to have a very diverse group of staff members drawn from the melting pot of its New York metropolitan location. As many as 30 different nationalities are represented among the staff members, the majority being from Spanish-speaking nations, including Puerto Rico, the Dominican Republic, Peru, Ecuador, Guatemala and Chile. At times, this diversity can result in communication (language) challenges among staff members, their managers and/or residents.

Kendal on Hudson is fortunate to have extremely accomplished individuals among its residents with a wide array of professional backgrounds. One such resident is Harriet Barnett, the previous Resident Council chair. Harriet is a "retired" foreign language teacher with more than 35 years of experience teaching kids from kindergarten

through 12th grade, who still provides her expertise as a consultant to several local school districts. She says that she has "a wonderful time chatting with many of the staff members who speak Spanish," adding that "they told me about their interest in learning to read and write in English."

So Harriet started a weekly English class for about a dozen staff members over a year ago, hosting the class in her apartment, and it is still going strong. She has concentrated on practical communication skills in the workplace, she says, focusing on completing incident reports, self-evaluations and other work-related templates. Harriet's considerable teaching skills allow her to teach in a "conversational" way, without a heavy emphasis on grammar or structuring sentences. Recently, members of her class have composed articles in English for the monthly resident newsletter, *The Kendal View*,



Lathrop staff and residents on the Land Conservation Subcommittee have worked to together to preserve wildlife habitats on their campuses. Those involved in the effort include (from left): resident Barbara Walvoord; Tom Sullivan of Pollinators Welcome; resident Diedrick Snoek; resident Sharon Grace; resident Jim Dowell; resident Adele Dowell; Mike Strycharz, Director of Facilities; Deb Peavey, Life Enrichment Coordinator; and Thom Wright, Executive Director. Photo by resident Chuck Gillies.

amongst the natives. They knew from their experience on their former property in Williamstown that these invasive plants could signal the first intrusion of what could become an ecological onslaught. Other residents shared their concerns. Organizing themselves into what became the Land Conservation Subcommittee, and building on the legacy of the Lathrop Green Committee — originally formed in 2008 — this group of 11 residents works closely with management to explore ways to better manage, preserve and restore Lathrop's lands.

The Subcommittee has taken broad responsibility for bringing Kendal's values of ecological understanding and sustainability to bear on Lathrop's natural community. Through instructional programs, nature walks, electric vehicle trail rides, speakers and presentations, the Subcommittee has had an impact on every aspect of the way in which residents and the beautiful outdoor setting resonate with each other.

By now, the Subcommittee has given birth to its own Sub-Subcommittees. The "sub-subs" as they are known, each deal with such specific issues as

trail grooming, mapping and marking; grant writing and fundraising; liaison to neighboring farmers, local land trusts and town conservation programs; invasive removals (with instructional classes and consultants providing guidance, over 8,000 invasives were removed in 2014); and historical research into original zoning and mapping documents and conservation covenants, as well as handshake agreements that Lathrop had entered into during its 25 year history. A "sub-sub" to manage the growing Green book collection at each campus' library appears to be next. One project of the Subcommittee that has taken on a life of its own, has involved reaching out to local solar power companies.

One particular field on the north side of the Easthampton campus has drawn the attention of these companies. The Subcommittee is working closely with Lathrop management and the Board to explore the feasibility of establishing a solar array on eight acres of this field. Should this project come to full fruition, it would provide supplemental power for the Western Massachusetts area power grid, as well as power and perhaps some income to Lathrop.

where they have described a vacation experience, growing up in their home country or fairy tales unique to their nationality.

Drawing on the success of Harriet's English classes, a number of managers approached her about giving them similar instruction to improve their skills in Spanish and she, of course, generously donated her time to a weekly class for this group of five. Again, concentrating on the vocabulary used in the workplace, Harriet creates a fun learning experience without intimidating her students with an abundance of overwhelming grammatical rules or drills in past, present and future tense.

Besides communicating more effectively with one another in the workplace, learning to speak another language also leads to a greater understanding of other cultures and ways of doing things and thinking about the world. These language classes are supportive of Kendal's values of "nurturing a spirit of inquiry and continuing learning," "supporting a spirit of inclusion" and "an effective staff education program."



Resident Harriet Barnett (left) leads an English class for staff members Mercedes Aguilar, Irene Rodriguez and Rosa Martinez.

**Kendal
Values**

*To foster a sense of community
To foster a high quality work experience
To encourage and welcome all people*

Janie Bibbie Retires 20 Years After Founding Kendal at Ithaca's HR Department

On July 31, 1995, Janie started work as Kendal at Ithaca's first Human Resources Director. Her focus from that day to her retirement was cultivating staff who provide the best quality service to Kendal residents in a way that exemplifies Kendal values.

Janie's career started at Ithaca College where she worked in the field of human resources for more than 20 years. In a document that she wrote several years ago, Janie reflected on taking the risk of a new job at Kendal:

"We worked in several temporary locations because Kendal at Ithaca was under construction. Why did we choose to leave employment in established businesses to come to a place that was still in the process of being transformed from a dream to reality? It was the newspaper articles that heralded progress of the construction. It was that booklet, 'Values and Standards.' It was those words, "a good place to live must be a good place to work." It was the camaraderie of the small, but steadily growing staff. It was the challenge of being, literally, on the ground floor of an exciting new venture."

"Trust, care and respect cannot just be words framed on the wall. We have to actively model those values. Every person who works here is responsible for ensuring that we are paying attention to our values, and try to adhere to them."

Looking back on 20 years serving as Human Resources Director, Janie shared these observations:

"From never having been a human resources director before, to being the first one here, has been a stretch. It was a demonstration of faith on the part of the first Executive Director, and I wanted to

meet those expectations. I'm grateful to be able to be here as long as I have, from the startup through development stages.

"Many of our staff have been here five, 10, 15 years or longer. That speaks well of the energy we put into the pre-employment process, and



Janie Bibbie served 20 years as Kendal at Ithaca's founding Human Resources Director.

the time managers take to clarify job expectations.

"We use the term 'Kendalized' to mean someone who has acclimated to Kendal culture, grown more courteous, respectful, helpful and focused on the community as a whole, rather than self-interest. We've seen employees with anger management problems learn how to communicate very effectively with their managers, other staff and residents. We've seen cases where things didn't work out initially; once the person gained experience elsewhere, s/he realized what Kendal had to offer, reapplied, and became a successful employee. One of the most gratifying aspects of working here is that most employees, on most days, seem pleased to be here and appreciate the opportunity to work in this beautiful building with such wonderful residents.

"Residents routinely compliment me for the great people I hire, when in fact this is a reflection of the work that goes on behind the scenes. Coworkers are going to in-services, learning skills at work and applying them both at work and at home. When things are going better at home, staff deliver better service at Kendal.

"The longevity of the Human Resources staff has been critical throughout my tenure here, providing significant support. I've always found it important to hold not just staff meetings, but also regular one-on-one meetings. That gives both parties an opportunity to say what's going well and not so well, to identify needed resources, and to keep that communication channel open. I also feel fortunate to have worked closely with the Kendal Corporation Human Resources staff, a constant source of encouragement and support for these 20 years.

"It's been important to me that Kendal at Ithaca staff feel comfortable walking into the HR office, whether to get information on benefits, to drop off their professional licensure, to discuss a sensitive matter, or just to pop in and say hello. That says we're doing something right. If I'm comfortable stopping in to say hello, I'm much more likely to stop in when I'm troubled.

"Trust, care and respect cannot just be words framed on the wall. We have to actively model those values. Every person who works here is responsible for ensuring that we are paying attention to our values, and try to adhere to them."

The legacy Janie leaves Kendal at Ithaca is the model of a leader who exemplifies Kendal values, ensuring that Kendal at Ithaca remains a good place to live and a good place to work.



Outpatient Rehab Center Opens at The Admiral at the Lake

The Admiral at the Lake has partnered with Doctors of Physical Therapy and Alliance Rehab to open a new Outpatient Rehabilitation Center on the ground floor of The Admiral at the Lake, just off North Lake Shore Drive in Chicago. The Outpatient Rehabilitation Center, opened at The Admiral the first week in December 2014.

“We are pleased that this new center will provide physical, occupational and speech therapy to all types and ages of patients from the surrounding community, as well as to Admiral residents,” said Glenn Brichacek, Chief Executive Officer of The Admiral at the Lake. “We see this as one more way in which we can enhance services to Admiral residents and to our neighbors.”

Doctors of Physical Therapy is a therapist-owned, comprehensive outpatient physical therapy company with a unique business model that has set it apart from other PT companies. They hire only doctorate-degreed physical therapists who have graduated from the top 20 schools in America.

“We built the company on the moral and ethical pillars of providing evidence-based interventions, utilizing the most highly educated and experienced physical therapists and making the environment the most patient-centered experience possible,” said Aaron Kraai, Founder & CEO.

Alliance Rehab provides therapy services to Admiral residents in the new Outpatient Rehabilitation Center. Alliance Rehab also provides short-term inpatient care for Admiral residents and nonresidents in The Harbors, The Admiral at the Lake’s Medicare-certified, post-acute care suite.

“We offer a full range of therapy services dedicated to helping patients regain the strength and function they need to resume—and even improve—the routines and activities of daily life,” said Steve Ferris, Physical Therapy Manager with Alliance Rehab. “Our dedicated team of physical, occupational and speech therapists are committed to providing the highest-quality care to Admiral residents and to the community.”

The new Outpatient Rehabilitation Center and The Harbors both offer a wide range of specialized programs, including therapy for: fall prevention and balance management; stroke recovery; post-operative hip- and knee-replacement; chronic obstructive pulmonary disease (COPD); urinary incontinence; congestive heart failure (CHF); low-back pain; rheumatoid arthritis and osteoarthritis; Parkinson’s disease; Alzheimer’s disease; multiple sclerosis; swallowing difficulty; speech, language and voice disorders; memory loss; and comprehension problems.

Kendal Values

- Building Mutual Respect Among Community Members and Staff
- Nurturing a Spirit of Inquiry and Continuing Learning
- Maintaining a High Quality Work Experience
- Providing a Sound Financial Foundation

Chandler Hall introduces 'It's Never 2 Late'

In March, Chandler Hall introduced its Personal Care residents to a technology service called "It's Never 2 Late," otherwise known as iN2L. In conjunction with the Polisher Research Institute, an applied gerontology research organization, and support by a grant provided by Friends Foundation for the Aging, the project's objective is to promote an environment of continuing learning, encouraging lifelong growth for staff, residents, clients and volunteers.

While all that may sound very serious, the focus of the iN2L is to add a little fun to residents' daily lives. It's Never 2 Late allows residents to create custom computer interfaces for themselves by providing "unintimidating, intuitively-designed systems featuring a picture-based, touch-screen platform."

If you can push a button, you can launch a virtual world of discovery from your fingertips with iN2L. Residents and staff

at Chandler Hall are excited about the endless possibilities for increasing residents' choices for personalized, self-directed, or as needed, staff-guided activities.

Chandler Hall is pleased to be part of a project that supports person-centered care and also contributes to research that will advance the measurement of person-centered care and the evaluation of a widely used preference-based activity tool (the PELST-16). Recently, Chandler Hall staff and volunteers completed resident preference interviews to develop a baseline. All participating residents will also complete Mini-Mental Status Evaluations, and staff will complete caregiver confidence surveys.

The partnership between Chandler Hall and the Polisher Research Institute will lead to the development and refinement of an implementation manual to be used by providers across multiple care settings when using Polisher's person-centered care quality indicator.



Kendal at Granville celebrates its 10th anniversary

June 2015 marked the 10th anniversary of the opening of Kendal at Granville. Residents and staff prepared for months for a celebration of this milestone. An All-Day Anniversary Celebration, held June 17, included a Founders' Reflections Coffee program in the morning, featuring individuals who had played major roles in the founding of Kendal at Granville. The Founders panel included Jack Heller, Jane Heller and Dave Richards, three members of the quartet (with Dave's late wife, Dee) who first had the vision of creating a CCRC in Granville.

A Community Luncheon and an afternoon Tree Planting and Dedication followed. The major gathering of the day—an Anniversary Program with speakers, trivia prizes and service awards—drew a large crowd in the Amelia Gathering Room.

Doug Helman, Executive Director, honored the Hellers



Staff members recognized for 10 or more years of service were (back, from left): Doug Helman, Kim Oehlman-Davis, Jennifer Bobak and Will Solivan; and (front, from left): Jennifer Weekly, Tony Munyan, Stella MacDonald and Abbey Butt.

and the Richards and told the audience that Kendal at Granville's story was a tale of "self-determination, perseverance, generosity and community outreach." Mike Rapp, Chair of Kendal at Granville's Board, spoke of the importance of Kendal to the community. Seth Patton, Chief Financial Officer of Denison University, talked of Denison's role and commitment to Kendal at Granville. Finally, John Diffey, President

and CEO of The Kendal Corporation, spoke warmly of the happy months he had spent in Granville prior to the opening of the community, working with public officials and private individuals to help smooth the path toward eventual success.

The speakers' remarks were followed by the public recognition of two important groups: staff members who have served for 10 years, and staff members who had recently graduated from degree programs.

KCC's summer Volunteen Program fosters interest in health care careers

In 2011 Kendal-Crosslands Communities (KCC) developed a summer program for students 14 and older. The Volunteen Program introduces children of KCC staff members to the field of health services in hopes of stimulating interest in aging services, which could result in an expanded future pool of job applicants.

Each year interested students submit applications for the program, which are reviewed and selected by the Human Resources Department. Once selected, the students are paired with an experienced Nursing Assistant who provides mentoring throughout their six-week placement.

The Volunteens engage with residents in recreational activities, provide companionship, supply beverages and snacks and escort residents to in-house

programs. Because of its popularity, the program is now offered at local high schools for students who are interested in learning more about health services and the field of aging.

This past summer, six students participated: Julia Abraham (daughter of Kelly Abraham, Admissions Associate), Daniel Castano (son of Maribel Garcia-Perez, Environmental Services Staff Member), Stefan Evans (son of Ellen Evans, Administrative Assistant), Alexis Huyett (daughter of Doug Taylor,



LPN), Emily Kirchhofer (granddaughter of Terry Feiler, Director of Resident Services), and John Platt Jr. (son of John Platt, Crosslands Dining Services Director).

"I wasn't all that interested in doing the Volunteen Program, but now I'm glad I did go," says former Volunteen Andrew Evans (son of Ellen Evans). "For example, I wouldn't have learned the things I did and met the new people I did. We did hands-on activities and jobs for the residents and helped out the nurses. I'm so glad I came this summer and am definitely coming back to apply for a job next year!"

The Volunteen program supports Kendal's value of promoting an environment of continuing learning, encouraging lifelong growth for staff, residents, board members and volunteers.

Kendal at Home Members Adopt Independa CloudCare

The world of technology may seem intimidating to some, but the members of Kendal at Home have embraced new technology as enhancements to living in their own homes and maintaining balance in their active lifestyles. Last October Kendal at Home began rolling out Independa's CloudCare communication solution to its members as part of a new technology initiative.

"We explored the market for a lot of technology solutions that would fit our needs. What we found different about Independa is its socialization aspect, which connects you with care coordinators, caregivers and family members," Lynne Giacobbe, Kendal at Home Executive Director, told Kendal at Home members at their Healthy Aging Day last fall. "As the first At Home program to launch this project, we are very excited to move forward."

What is Independa CloudCare?

Independa Integrated CloudCare is a telecare and social engagement technology comprised of Independa's cloud-based Caregiver Web App

and personal interaction companion (known as "Angela"). With CloudCare, Kendal at Home Care Coordinators and caregivers can access centralized monitoring, reporting and analysis tools that allow them to effectively monitor each member's health. Kendal at Home members, on the other hand, gain access through a specially equipped LG television to video chat, email and Facebook, as well as Smart Reminders, which help them keep track of important events, like doctor's appointments and social engagements.

Kendal at Home Care Coordinators handle all logistics regarding television set up in members' homes, and Kendal at Home members receive the TVs at no additional cost. No new or special technical skills or knowledge are required to operate CloudCare. And because the technology is cloud-based, Independa makes all upgrades without needing any action by members.

CloudCare Tested in Members' Homes

Before any major technology rollout, organizations commonly enlist "beta

testers," a small group of individuals who test products to identify possible flaws or issues. Kendal at Home members John and Margaret were among the elite group.

So far, John said, CloudCare has been an easy-to-use, effective tool for keeping in touch with family. "Our closest child is three hours away, and the other two live in North Carolina," John said. "[With CloudCare], it's easy to see our children, see the dogs, see the kids. It really is going to make it easy to stay in touch with our family."

John said he also already sees the technology's potential to better serve him and his wife down the road. "We don't need a lot of care now, but it's going to come. I think being able to connect to our caregivers without them having to come to the house is important," he said.

Nearly 50 Kendal at Home member households are now equipped with this new technology. The goal is to provide this platform to all Kendal at Home members over the next year.

Kendal at Lexington staff keep their cool in responding to nearby house fire

On Nov. 19, 2014, three members of the Kendal at Lexington staff were traveling back from their lunch break when they noticed smoke coming from a neighborhood near the entrance of the community. Kathy Snyder and Ben Montgomery, dining staff members, and Shane Carter, a dietary aid in the Borden Center, were quick to react.

"We decided we needed to turn around," Kathy said, noting that it became clear to them that the house was on fire. Once they saw the smoke, they called 911 and looked inside a slightly ajar door to see if anyone was inside. They heard a man inside, but the

smoke was too thick for them to enter to try to get him out, so they started to look for other ways to help him.

"The man inside the house had found his way to a downstairs window, and he started pounding on the window," Shane explained. "I eventually ran into him just outside the house. There was a ladder outside going up to the second floor, and he wanted to go back in to rescue his cats. He was upset and worried and I followed him up the ladder, then I persuaded him to come down, without his cats."

By making a quick call to 911 and helping the owner safely out of the

house, these staff members went above and beyond, exemplifying the Kendal value of "Taking Responsibility in the Larger Community."

The owners of the home lost their three cats and belongings, but the homeowner said that he was thankful Shane was there with him on the smoke-choked ladder to "do my thinking for me."

Kathy, Ben and Shane were not only brave and caring, but also thoughtful and committed to their work responsibilities. Once the fire department arrived, they quickly headed back to work.

VALUES of The Kendal System

as found on pages 3 and 4 of *Kendal Values and Practices*

Values and Standards, first published in 1987, was revised in 2008 and renamed Kendal Values and Practices. The new booklet was published in January of 2009. The following list of Values contains several refinements that more accurately reflect Kendal's ongoing growth as an organization and the current scope of its work.



In carrying out our mission, our primary objective is to establish and maintain integrity and excellence in all aspects of our work.

TO ENHANCE THE QUALITY OF LIFE AND VITALITY OF THOSE WE SERVE AND TO FOSTER A SENSE OF COMMUNITY, treating each person as a valued individual and in an atmosphere of mutual respect and caring;

TO PROMOTE AN ENVIRONMENT OF CONTINUING LEARNING, encouraging lifelong growth for staff, community members, boards, and volunteers;

TO ENCOURAGE AND WELCOME ALL PEOPLE without regard to race, color, sex, sexual orientation, religion, national origin, or social or economic background, to live in our communities and to serve on our staffs and boards;

TO PROVIDE HIGH QUALITY WELLNESS PROGRAMS AND HEALTH CARE SERVICES, treating each person with dignity;

TO PROVIDE PHYSICAL SETTINGS THAT ARE SENSITIVE TO THE AGING PROCESS and that enhance quality of life, security, and wellness;

TO ENGAGE IN PRACTICES THAT SUSTAIN AND IMPROVE OUR ENVIRONMENTS and our planet;

TO EMPLOY FINANCIAL DESIGNS THAT CONTRIBUTE TO SECURITY AND SERVE OUR SOCIAL OBJECTIVES to make our services and communities affordable, to the extent possible, to a range of economic capabilities;

TO FOSTER A HIGH QUALITY WORK EXPERIENCE FOR STAFF, recognizing that Kendal must be a good place to work if we are to offer good places to live and to provide high quality services;

TO STRIVE FOR EXCELLENCE IN MANAGEMENT AND GOVERNANCE, seeking and developing board and staff dedicated to our mission and values, and building partnerships with those we serve;

TO VALUE PARTICIPATION, TRANSPARENCY, AND CONSENSUS BUILDING by nurturing careful listening and effective decision making;

TO TAKE RESPONSIBILITY IN THE LARGER COMMUNITY, maintaining extensive and mutually supportive relationships and sharing our resources and experience;

TO CONTINUE TO GROW by engaging in ongoing evaluation and staff development, and by seeking and responding to new opportunities to further our mission;

TO TAKE AN ACTIVE ROLE IN AGING ISSUES through professional dialogue, research, public policy, and other means, thereby contributing to improved services for all older people;

TO FOSTER A CULTURE OF GENEROSITY, encouraging and developing full use of our time, talent, and resources;

TO MAINTAIN INTEGRITY AND HIGH ETHICAL STANDARDS in everything that we say and do.

KENDAL VALUES AT WORK: Key to Kendal's position as a national leader in the field of aging is reliance on our Values which have their basis in the Quaker principles of community, equality, peace, simplicity, integrity, and financial reliability. When Kendal system staff members perform their daily work, they give life to these principles, interweaving our values in their own communities.

KENDAL®

Together, transforming the experience of aging.®

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We welcome your comments on this newsletter, and your suggestions for future editions. Although we cannot guarantee publication, we are interested in hearing stories about your job in your Kendal community. Please send comments and submissions to:

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