Glenmeadow

A nonprofit, caring since 1884

Enriching lives through connection

REPORT TO STAKEHOLDERS
OCTOBER 2020–SEPTEMBER 2021

Promoting wellness in bright, new, airy spaces

We are firm believers in multiple dimensions of wellness—from physical, emotional, and spiritual to intellectual, environmental, and social. As one way to nurture our residents across all realms, we have launched phase one of a multi-phase renovation plan.

We now have a bright and airy solarium on the second floor, and we've made sweeping improvements to aesthetics and function that are sure to enhance residents' experience of the place they call home.

In the first major renovation since 2013, so far, we have:

- Transformed an existing multipurpose area into our new Solarium, featuring large windows, a soaring ceiling and amazing pergola, an outdoor deck, and an improved recreation room and offices.
- Redesigned our common rooms, taking advantage of natural light and ramping up audiovisual technology.
- Upgraded every hallway and public restroom with new paint, carpeting, light fixtures, handrails, and art.
- Installed equipment that allows us to livestream programming to the community.

Stay tuned to glenmeadow.org for the plans for phase two.

Surviving a second pandemic

Our eldest resident, 106-year-old Thelma Brewster, survived the influenza pandemic of 1918—when there was no vaccine available—so she took no chances with COVID-19. One of six centenarian Glenmeadow residents and clients to get their vaccine doses on January 23, Thelma was the first in line.

Access to the vaccine was a welcome gift 11 months into the pandemic. Many senior living communities were impacted by the coronavirus, and Glenmeadow was not spared. Ten residents died from COVID-19-related complications, and we continue to mourn those losses. The vaccine's arrival brought hope, optimism, and excitement.

Protecting our community

The three COVID-19 vaccine clinics we hosted on our campus in January, February, and March of 2021 were an important part of our comprehensive effort to keep our community safe. Our commitment throughout the pandemic has been unwavering. Even as we reconnect, we continue to create imaginative opportunities for educational enrichment and just plain fun.

Last year, we were honored in the industry for our innovative efforts to engage our residents. It's simply what we do—and what we'll keep doing.

Photos used in this report are from our image library from the last fiscal year, so while some have masks, others don't, depending on when they were taken.

Our Glenmeadow vibe is back

Finally reconnecting

We decided early on to make COVID-19 testing readily available and be completely transparent in sharing positive results. Because the physical safety and wellness of our residents, clients, and staff are always our top priority, we installed 22 freestanding hand-sanitizing stations throughout the building. We also set up two temperature screening kiosks for staff and visitors.

Our vigilance and protocols allowed us to control the spread of the virus, and by last March, all 150 Glenmeadow residents had received two doses of the Pfizer vaccine. On August 11, we announced our requirement that all staff, volunteers, and contractors currently working for us be fully vaccinated by November 1. A booster vaccine clinic was scheduled for early November, as well.

Slow journey to new normal

After vaccinations were complete, we cautiously resumed our vast array of in-person Life Enrichment programs, from art classes to meditation, movement, and fall prevention offerings. We also introduced new programming, including "Holistically Speaking," horticultural classes, and discussion groups.

Family and friends are visiting again—reconnecting, with CDC-guided precautions. Residents are once again taking meals in our dining rooms, and we are hosting outside entertainment. The pandemic has made us more resilient as a community. We are encouraged to see people coming and going, to hear laughter and conversation.

Our Glenmeadow vibe is back.

Discovering their creativity

"The staff is remarkable and extremely caring. It's a great place to live." —DR. BILL LICHT

Bill and Jean Licht had many friends at Glenmeadow before they moved to our campus in 2017. Dr. Licht is a retired dentist, and some of his former patients live here; Jean had visited many times to play bridge and mahjong. Based on Glenmeadow's stellar reputation and the recommendations the Lichts heard from friends, they were thrilled to begin enjoying the easy, fulfilling life.

Bill and Jean are both in their nineties and have health concerns, such as Dr. Licht's bad hip. They also appreciate our programming that nurtures mind, body, and spirit. They love the group activities and the musical performances that are now returning after the height of the pandemic.

Writing, playing bridge

In the months during COVID-19 restrictions, Dr. Licht—one of Glenmeadow's premier World War II historians and a decorated veteran of World War II and the Korean War—kept busy writing for *The Hummingbird*, Glenmeadow's resident literary periodical. He detailed not only some of his war experiences, but also the exploits of other World War II–era soldiers.

Jean played her first bridge game with friends this summer. "We're so happy that the Dining Room and the common rooms have reopened," says Jean. "We love it here."

Dr. Licht agrees: "The staff is remarkable and extremely caring. It's a great place to live."

> *"I have my privacy, and then I can open the door and be with people."*
>
> —MONA HOLTMAN

Keeping the family connected

Mona Holtman and Cheryl Mucci are Glenmeadow's only resident mother–daughter pair.

Cheryl first looked into Glenmeadow for her parents in 2016, taking Mona and her late husband, Sid, on a virtual tour on Cheryl's iPad. "I was in love with Glenmeadow right away," says Cheryl. Mona and Sid were, too. Excited about the broad-scope programming, the two moved in, but, unfortunately, Sid passed away nine months later.

Trying new things

In May 2021, Cheryl and her husband, Don, joined Mona at Glenmeadow when they moved into their own apartment. While Mona misses Sid dearly, she has reinvented herself here—trying new things and making new friends. Mona takes painting classes and was involved with the stage show "Glenmeadow's Got Talent." "I have always been a creative person," Mona says.

Mona says that living at Glenmeadow allows her to have her own personal space *and* a social life. "I have my privacy, and then I can open the door and be with people," she says. "I love that flexibility."

Cheryl adds, "It just works."

Encouraging others to try Glenmeadow life

Mona socializes with people who live in the wider community. "You should consider living here," Mona tells them. "They say, 'I'm not ready.' People don't like change. I tell them, 'It's a change, but it's a *really good* change.' The staff here is phenomenal."

Cheryl agrees. "It's not a bother for staff if you call for the littlest thing, like helping to hang a picture," she says. "They're happy to help. I tell people it's like living in a hotel or on a cruise ship."

Nurturing family, friendship, and independence

"They make my apartment like a home." —MORT KATZ

Cissie Kitchener didn't have to travel far for her brother's 101st birthday celebration. She just walked down our halls on September 9 for Mort Katz's party, since the brother–sister pair has lived at Glenmeadow since 2016.

"I love having Cissie here," says Mort. "I use a walker, so at dinner, she comes over and walks me down to the dining room, and then she walks me back up to my apartment after dinner."

Cissie adds, "I put him in his chair and put on his slippers. It's a wonderful feeling, being so close to him."

We've got our residents' backs

Mort's daughter, Annette, says our Glenmeadow at Home team also has Mort's back. Services range from household chores and maintenance to ongoing personal care for people living in Greater Springfield, or in assisted living—or an independent living apartment like Mort's. "They're very good at what they do," says Mort. "They make my apartment like a home, and keep it spotless. And you keep your independence."

He adds, "There is so much going on all the time. It keeps you active."

Cissie moved here with her late husband, Gabe; making close friends at Glenmeadow helped ease the pain of that loss. "When you move in and meet people, it's like having a family," she says. "People are concerned about you. When Gabe passed away, I had so many supporters."

Offering eight dimensions of wellness

For years, we have stressed that we nurture older adults in mind, body, and spirit. These are not empty words or promises. Our commitment is sincere and based on good science developed by the National Wellness Institute.

Since 1977, the institute has stressed the importance of Six Dimensions of Wellness that allow for complete fulfillment in all individuals: **physical**, **emotional**, **spiritual**, **intellectual**, **environmental**, and **social**. We adopted this thinking because we agree that these facets are critical in a healthy lifestyle—and we've taken the premise two dimensions further, ensuring our offerings are also **purposeful** and **creative**.

Applying intention and attention

Achieving a multi-dimensional focus requires intention and attention to detail. We don't just serve healthy meals, for instance. We ensure our dining spaces are aesthetically pleasing and allow for ease in communications. Likewise, we don't just offer art classes. We make sure we help our residents in following directions and using physical dexterity.

"Glenmeadow's approach nurtures the whole person and draws on the eight dimensions to offer activities that seamlessly blend into the daily lives of our residents," says President and CEO Anne Thomas. "This model is a terrific tool for us to continue to build strong programming."

Our wellness paradigm

Each of the dimensions of wellness is important, but when taken as a whole, the impact on well-being and quality of life is powerful.

We provide 12 to 15 activities or life enrichment programs each day, and we strive for balance for each individual. "We have one of the best activity calendars around," says Anne. "Our wellness paradigm gives us a much clearer picture of whether we're satisfying the entire variety of interests of the people we serve."

> "Glenmeadow's approach nurtures the whole person and draws on the eight dimensions to offer activities that seamlessly blend into the daily lives of our residents."
>
> —ANNE THOMAS, GLENMEADOW PRESIDENT AND CEO

1. PHYSICAL

Encouraging exercise and healthy habits.

2. EMOTIONAL

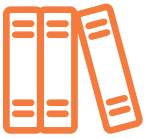
Recognizing awareness and acceptance of one's feelings.

3. SPIRITUAL

Searching for meaning and purpose in human existence.

4. INTELLECTUAL

Invigorating the intellectual self with activities and resources.



5. ENVIRONMENTAL

Achieving personal satisfaction in one's environment.

6. SOCIAL

Contributing to community, building relationships.

7. PURPOSEFUL

Ensuring our programming has depth and meaning.

8. CREATIVE

Stimulating imagination and artistry.

Movement, education, and relationships heighten wellness

"Sit forward," says Dr. Carol Evans. "Make sure your feet and knees are hip-width apart. Put your hands on your armrests. Now, rock forward, push with your hands and feet, and stand up."

Everyone in the balance class at Glenmeadow rises to their feet at Carol's direction. She's a physical therapist with HealthPRO and leads our residents in Otago, a muscle-strengthening and balance course. Developed to reduce falls in older adults, the offering is one of many programs introduced in the past three years through our collaboration with HealthPRO, a national healthcare company.

Providing a continuum of care

Other offerings include physical and occupational therapy and preventative initiatives in the form of lectures on subjects such as hydration, joint protection, medication management, blood pressure, and arthritis. "We get to know all the residents and become part of the family," HealthPRO Program Manager Allison Gendron says. "We're providing a continuum of care. If a therapist is walking down the hall and sees that something is off with a resident, he or she *knows* that resident and can ask, 'Is your knee bothering you today?'"

Residents' motivation to seek therapy is heightened because HealthPRO staff are in the building. "It's easy to drop by and see us," says Carol. "They either know us by name, or they recognize us."

Extending our caregiving reach

Sometimes, the limitations declining health imposes on our residents mean they need extra help. One might struggle to make a doctor's appointment or get health-related messages to family members. Another may have forgotten to make the payments on her health insurance, and her coverage was halted.

Our Glenmeadow Care Management team steps into these scenarios to provide service coordination for residents and people living in the place they call home across Greater Springfield. We solve problems and provide guidance—and peace of mind.

We care for you like family

Care management is a great supplement for people living with Alzheimer's or another dementia or for any older adult having difficulty managing life's finer details. Team members can schedule appointments, manage medications, provide physician referrals, and coordinate communications between family members and health professionals.

Our residents receive care that ranges from 15 minutes of help per week to 24 hours of care each day. "Working with us is like having a grown child in town," says Meaghan Carrier, vice president for Community Services, who stresses that Glenmeadow staff can also help transition clients after a health crisis. "We try to be really proactive in anticipating people's needs before they have them."

> *"She certainly has found her calling."*
>
> —MERLE RYAN

Linda Lee: Gently nudged into healthcare

Glenmeadow Charge Nurse Linda Lee's career ranged from graphic artist to yoga instructor to interior designer to country club hostess. Five years ago, she had an epiphany. "The nurse at my dad's nursing home said that I asked too many questions," Linda says, with a laugh. "Then she said that I should go to school to become a nurse."

Around the same time, Linda was driving by a billboard on Boston Road in Springfield that featured a 95-year-old college grad. The inspirational public service message, created by the Foundation for a Better Life, included a photo of the woman in her graduation cap, raising her diploma high. The message read, "Oldest College Grad. Live Life."

"I thought, 'If she can go back to school, so can I,'" Linda says. "You're never too old to find the career you're looking for."

Becoming a determined advocate

Working as a certified nursing assistant (CNA) and a personal care attendant for Glenmeadow at Home, Linda earned her certification at Springfield Technical Community College and a licensed practical nurse (LPN) diploma at the Porter and Chester Institute. The nurse who inspired Linda to become a nurse was the same woman to pin Linda in the formal ceremony.

Linda is a determined advocate for our residents. She reads people well, even when they can't vocalize how they're feeling. She makes a point to get to know our residents and provide them with the best care possible.

"Linda is always so responsive," says resident Merle Ryan. "If I have a problem, she'll help me solve it, or put me in touch with the right people. She's very caring. She certainly has found her calling."

"A lot is going on behind the scenes here that requires additional funding."

—GEORGE KEADY, SON OF PAT KEADY

Highlighting the philanthropic need

Resident Pat Keady enjoys our exercise classes and music programming, but what most impresses her about Glenmeadow is that everyone knows her name. That simple nicety impresses Pat's son George Keady, too. It's one of many reasons he has supported us for decades, serving on our board of directors and in other leadership roles.

George is also a fiercely loyal donor, and he has a mission to help Glenmeadow underscore its nonprofit status. "It's important for people to know that we require additional resources to create new and innovative programs and services in response to changing needs," he says.

Many expenses dependent on donations

George thinks the public perception is that the monthly cash flow from residents' fees covers Glenmeadow's expenses. "And that's not the case," he says, noting there are many expenses that are dependent on philanthropy. Capital improvements fall into that category, as do the funds from our scholarship program that protects residents after their assets have been expended. "No one has ever been asked to leave Glenmeadow because they can't pay," George says.

"A lot is going on behind the scenes here that requires additional funding," he adds, noting that raising fees could present a hardship for many residents.

George is confident that outreach to donors is important to Glenmeadow so that we can create new income streams and forge a stronger financial future. "Glenmeadow's mission to provide premier services for older adults obviously resonates with people," he says. "It has touched many lives. Giving is a way to keep our mission thriving."

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GETTING A SECOND WIND IN LIFE

Paul Barden thinks Glenmeadow does a great job of helping residents connect with other older adults. His mother, Adele, moved here in 2008, and he saw almost immediately how much our premier services enriched her life. Adele was happier, and her quality of life was greatly improved. He says, "My mother is getting a second wind in life."

Paul is a former board member, and he has been giving generously to Glenmeadow to strengthen our culture of philanthropy. "My sisters and I always say, 'If it weren't for Glenmeadow, what would we do?'" he says. "I am proud to support this great organization, as it helps older adults enjoy their retirement years with top-notch care, accommodations, and activities."

Every effort has been made to ensure accuracy of our donor list. We apologize for any errors or omissions and ask that they be brought to our attention.

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Jason Arnold: Listening with a smile

Lead Housekeeper Jason Arnold loves listening to our residents tell their stories. He offers his broad smile and signature greeting—"How's it going?" Then he tunes in to whatever they share with him. "Interacting with residents is a blast," he says.

Jason started working here in 2012 as a part-time dishwasher, which gave the accomplished musician the chance to work side jobs, playing out—a hobby near and dear to his heart. When a full-time lead housekeeper position opened up in 2016, Jason's name was at the top of the list of ideal candidates. He's a dedicated worker with a customer-focused mindset.

Always willing to help

"He's always positive, upbeat, and willing to do what is needed to get the job done," says John Blair, director of plant operations. "He's a genuinely nice guy and a huge asset to Glenmeadow."

Jason is "capable, compassionate, kind, courteous, and energetic," says Glenmeadow resident Gerry Nolet. "He has a great rapport with the residents, and he's always willing to help us."

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Jane Martel
Kathleen Martin, DPE*
Jared Materas*
John McCarthy Jr.
Stephen and Ellen McKenna
Jeffrey and Mary Meehan
T.J. and Susan Megas
Aaron Mendelson
Arlene Miller
Jane Montori
Theresa Munn
Paul Nicholson
Gerard Nolet*
Kasia Novak
Henry and Paula Nowick
John O'Brien
Peter and Kate Pappas
Michael Paysnick*
Kit and James Polga, MD*
Maurice and Terry Powe*
Todd Ratner
Ann Marie Rome
Joan Rosenbaum
Joanna Rosenthal
Grace Roy
Drew Sadowsky*
Amy Santarelli
Martin and Margaret Schoenemann
Regina Shriver
Suzanne Smith
Polly Southworth
Scott and Jane Stearns
Richard Steele
Rachel St. Onge-Boisseau
Sister Betsy Sullivan, SSJ
Michael Suzor
Michael Sweet
Mark Teed
James and Elaine Tourtelotte
Michael Tremble
Suzanne Tremble
Marjorie Trimble
Peter Vogian
Joel Weiss
Donna Willson*
Suzanne Zeckhausen

* Nominated for election at the Annual Meeting

Turning the financial corner

Occupancy was trending upward but dipped in the early months of the year, and we have not yet fully recovered. New resident move-ins are now keeping pace with new vacancies, but we finished the year at 91 percent occupancy. Assisted living rebounded more quickly, averaging 96 percent in the last 10 months of the fiscal year, our historical average.

Costs to mitigate the impact of COVID-19 continued this year. We employed a screener to check all staff and visitors entering the building until we were able to install two electronic kiosks to do so. We purchased more personal protective equipment, spending a total of $15,000 to combat COVID-19 this year.

Glenmeadow availed itself of two federal relief programs. The Provider Relief Fund authorized by the CARES Act paid Glenmeadow $52,000 in fall 2020, based upon decreased revenues in Assisted Living during 2020. Glenmeadow applied to the Federal Emergency Management Agency for $200,000 in disaster relief; we were approved for $23,000 in funding and our second application for $168,000 is being reviewed.

Glenmeadow at Home hours did not rebound as we had hoped. The pandemic, combined with a tightening labor market, made expanding hours difficult. Still, we were able to provide almost 102,000 hours of service, averaging 1,960 hours per week. While not what we were hoping, this is still good compared to historical averages.

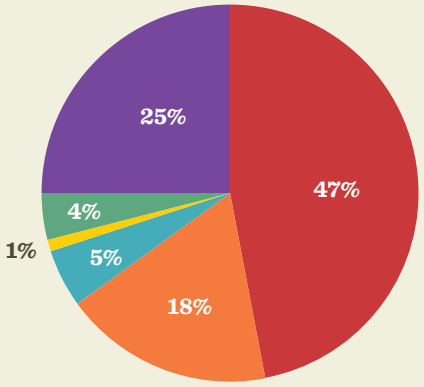
During the year, Glenmeadow worked hard to control costs, resulting in an operating surplus of $5,000. We applied $1 million in investment earnings to offset financial assistance and monthly fee increases to residents.

Glenmeadow continued to invest in its infrastructure. In addition to the ongoing renovation of apartments, we embarked on a campus-wide renovation of common spaces. We issued $8 million in tax-exempt bonds to pay off our previous bonds and to finance these renovations while providing cash for a second phase of work.

The investment markets rebounded solidly from the uncertainty of COVID-19. Glenmeadow's portfolio grew by 20.67 percent for the year, compared to our policy benchmark of 19.44 percent. This amounted to $3.9 million in investment gains for the year. When the full impact of our investments is factored in, along with $107,000 in donations, Glenmeadow generated an overall surplus of just under $3,356,000.

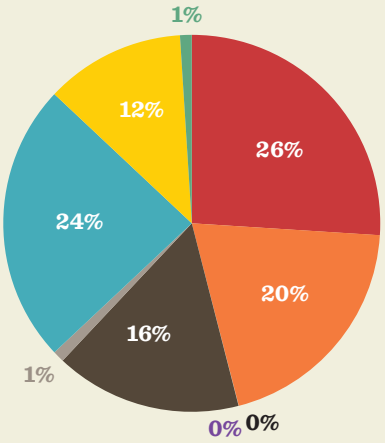
While the year was challenging, there are signs we are turning the corner. We are optimistic about the future.

Richard Goldstein *Treasurer*



REVENUE

Resident Service Fees	$7,457,104
Community Service Fees	$2,879,817
Earned Entrance Fees	$706,332
Grants/Gifts	$179,037
Investments	$630,977
Gain on Investments	$3,867,420
TOTAL	**$15,720,687**



EXPENSES

Resident Services	$3,245,237
Community Services	$2,509,583
Consulting	$500
COVID-19 Response	$15,396
Plant Operations	$2,004,106
Fundraising	$48,303
General and Administration	$2,922,475
Depreciation/Amortization	$1,521,111
Interest Expense	$98,779
TOTAL	**$12,365,490**
	$3,355,197

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glenmeadow.org

Glenmeadow
A nonprofit, caring since 1884

MISSION

Glenmeadow is dedicated to providing premier services for older adults; nurturing mind, body, and spirit of those we serve and employ.

VISION

Glenmeadow will continue to be a primary resource for older adults, providing premier housing and services with a commitment to the highest levels of quality care. We will enhance lives by offering diverse and meaningful opportunities in response to the changing needs of seniors in Greater Springfield.

VALUES

- Caring
- Compassion
- Integrity
- Quality
- Stewardship