

**2019
ANNUAL
REPORT**



40th
ANNIVERSARY
• BROADMEAD •

Vision

Broadmead's vision is to be a leader in the development of high quality, innovative solutions that enrich the lives of older people in a changing world, promote relationships, and create opportunities as we extend our mission of service in the Quaker tradition.

Mission

Broadmead's mission is to foster independence and growth and opportunities in older adulthood by supporting a dynamic community, providing exceptional health services, developing collaborative relationships and upholding Quaker values.

Values

Community - we value collaboration, acting with a spirit of pluralism in a caring, family-like atmosphere.

Integrity - we honor the truth, transparency, and the importance of giving and earning trust.

Serenity - we affirm life, and foster tranquility and a peaceful spirit.

Life-Long Learning - we use our different gifts to create innovative and enriching programs, and to mentor each other.

Simplicity - we are good stewards of our resources.

Dear Friends,

Broadmead has a rich history that spans back to 1897, when the Stony Run Friends meeting realized the need for a home their aging members could reside in, that encompassed their Quaker values. At that time, a boarding home named the Darlington was established. Through the years, as new needs were identified, the Hallowell and Taylor Home evolved, but housing options remained a concern. In 1975, after much research, the Committee on Aging recommended the construction of a new facility in Baltimore to be called Broadmead.

Broadmead opened in 1979 and, forty years later, resident need continues to drive our strategic thinking and planning. We continue to work towards meeting the needs of a growing and more diverse population of older adults. Broadmead is in the midst of transformation. Our transformation includes the development of the Hillside Homes, enhancements to our assisted living and skilled nursing areas to a person-centered resident household model, new dining venues, a new aquatics center with a heated pool, an updated fitness center and expanded space for artistic and cultural endeavors.

Each day is a new opportunity for our employees to raise the bar by creating innovative approaches to our everyday work. From our two Centers of Excellence in Dementia Care and Health and Wellness, to offering superb quality health services and maintaining our five star rating, we are equipping Broadmead staff with the tools to help our residents reach their highest potential.


We know that our employees are our most valuable asset as we work towards serving a larger, more diverse population of older adults. We know that we cannot give excellent care to our residents if we do not care for our employees as well. Therefore, we are also pleased to announce the culmination of an initiative to lead the industry in offering a living wage to our employees. We are now offering a \$15/hour minimum wage to all full time hourly employees.

Diversity and inclusion are equally important to our residents, employees, and board members. Since the early years of Broadmead, there has been a commitment to fostering an inclusive community in which individuals with diverse backgrounds and experiences can exchange ideas to provide stimulation and growth in mind and spirit. A Multicultural Committee of residents was formed to plan educational programs and events. Respecting differences among people, learning about other cultures, engaging in life-long learning, and open-mindedness have long been hallmarks of Broadmead residents. This past year, we hired a Director of Diversity and Inclusion to build on this history and lift up our organizational efforts as a community that values and strives to enhance diversity and inclusion.

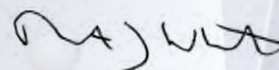
With many exciting changes taking place and two years of construction ahead of us, we remain committed to maintaining the high level of services and care for our current residents, while we prepare for the introduction of a new campus. We know that disruptions are inevitable and we thank our residents and employees in advance for their patience and understanding. Together, we are paving the way for the next generation of services and enriching the lives of those that call Broadmead home through an abundance of social, cultural and intellectual opportunities.

With Gratitude,




John Howl
President & CEO




Robert White
Clerk

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BROADMEAD RESIDENTS ASSOCIATION



The Broadmead Residents Association has every reason to celebrate Broadmead's 40th anniversary as it was the time the first residents ("mudders" as they were called) moved into the cottages. Today there are parallels to that time so long ago as we are in the midst of a huge construction project of new resident buildings and renovation of current facilities. All of this is very exciting, somewhat inconvenient, but very promising in that we will have vastly improved health care, wellness, and other facilities for current and future residents to enjoy. We look forward to welcoming our new residents as they occupy the new Hillside Homes.

Forty years ago when the residents arrived, what did they do? Sit in their rockers and knit or watch TV? No! They got busy and organized themselves into the Broadmead Residents Association, Inc. With this organization they created committees to provide and oversee the activities the residents wanted to do such as art, ceramics, exercise classes, lectures, study groups, games, movies, flower arrangements, vespers, etc. Some of these activities required funds, so the Barn Sale was created and then the Woodshop and Sew & So groups that generated the money needed for the activities plus a little more that was gladly given to local charities. What else? *The Voice of the Residents*, of course. This is the resident newsletter that is published 10 times a year and keeps everyone up-to-date on what has happened and what will happen with wonderful articles and photographs. All this and much more has happened over these years and continues today.

Now residents are looking forward to the new people who will be coming in about one year as they will bring energy, new ideas, expertise, wisdom, and, we hope, a willingness to participate and help lead our programs.

A huge thank you goes to all the past and current residents who have given so much of their time and talents to making Broadmead such a wonderful place to live.

Ann H. Heaton

Ann H. Heaton
President, Broadmead Residents Association, Inc.

THE BROADMEAD WAY

Celebrating 40 years of Quaker-inspired living with heartfelt anticipation for an enriching future

As we take a look back on our rich history at Broadmead, there is so much to celebrate over the past 40 years. Our one-of-a-kind community rooted in a lifestyle of integrity, inclusion and simplicity has enriched the lives of thousands of people who have called Broadmead “home” over the past four decades.

In 1979 Broadmead held the title as one of the first Continuing Care Retirement Communities established in Maryland. And today, during this year of historic celebration, we are again leading the way with our next generation of services that will carry-on the legacy and deep-rooted tradition that began 40 years ago.

Our Master Plan will take us on a transformational journey across the Broadmead campus, with the construction of 52 Hillside Apartment Homes, along with state-of-the-art healthcare space, updated dining venues, reconfigured higher levels of care to support household-style neighborhoods dedicated to dementia care; assisted living memory support; rehabilitation and traditional skilled nursing; a new aquatics center with a heated indoor pool; and expanded space for artistic and cultural endeavors and a newly renovated auditorium.

A QUANTUM LEAP IN HEALTH AND WELLNESS

2019 has certainly been a year of growth in many ways at Broadmead, including a new state-of-the-art care model. Our Centers of Excellence in both Dementia Care and Health and Wellness — two critical areas of aging — are positively impacting the lives of Broadmead residents and members of the surrounding community. The creation of these centers has been a natural extension of the type of high-quality care Broadmead has provided to residents since its inception.

Developed through an in-depth, 18-month partnership with Johns Hopkins HealthCare physicians and scientists, along with insight from Broadmead board members, staff and residents, our Centers of Excellence are strategically designed to enhance the quality of life of our current residents, while also serving as a sustainable healthcare model for generations to come.

This next generation of services is creating a promising future for a brand new Broadmead built upon collaboration, community, and continued learning for our residents, their families and caregivers.



PROACTIVE CARE FOR IMPROVED QUALITY OF LIFE

Developing an evidence-based care model focused on extending independence

Center of Excellence in Dementia Care

It's no secret that dementia is a major health concern among older adults. At Broadmead, this critical area of healthcare is a key focus in our proactive approach to care for both our own residents and those we serve in the greater community.

To us, it's important to understand a person's current health status from the start, no matter the symptoms. That's why, our proactive care model is leading the way in *Dementia Care* here on our campus, where residents and members of the community are invited and encouraged to participate in an initial neuro-cognitive evaluation as memory concerns and challenges arise.

"We take time to talk with each person to fully understand what's important in their life, learn their wishes, and then develop an individualized care plan," said Stacey Young, Director of the Center of Excellence for Dementia Care. "Our goal is for each person to be part of their healthcare solution so they can live life to the fullest."

Supportive resources also are included in a person's care plan, including recommendations for occupational, speech and physical therapy as needed; along with assistance with advance directives, availability of adaptive devices, additional supports in the home and support groups for caregivers to name just some of the services.

Over the past year, residents, staff and caregivers have experienced the benefits of the many facets of our *Center of Excellence in Dementia Care*. From our in-depth Certified Dementia Practitioner Training to our proactive care model, enhanced communication services and specialized programs, Broadmead is improving the quality of life for those living with dementia and those who care for them.

Some of our residents experiencing early signs of dementia are thriving thanks to our proactive care model. One resident who was initially timid to socialize and participate in daily activities, has gained the confidence to join groups, serve on committees and exercise daily.

"Since the creation of the *Center of Excellence in Dementia Care*, we've been able to better understand the personal needs of each of our residents living with dementia. We're helping to guide them,

build upon their strengths, and maximize their level of independence for a longer period of time,” explained Young.

And the benefits continue to spread campus-wide. Broadmead staff are better equipped to care for and interact with adults living with dementia. More than 100 Broadmead staff members participated in the Certified Dementia Practitioner Training over the past year and fifteen have become Certified Dementia Practitioners, including two salon stylists on staff who have been part of our Broadmead family for decades.

In addition, we are continuing to see residents respond and grow in other forward-thinking approaches to care recently implemented, including our Equine Learning Program and ongoing Music Therapy sessions.

AN EQUINE SPIRIT

A new friend and a positive perspective all found in the beauty of a horse

Not far from Broadmead, on the eastern side of Baltimore County, our residents living with dementia or other cognitive impairments have the opportunity to visit, interact and learn alongside horses at the *Rose of Sharon Equestrian School* in Glen Arm.

Here, Broadmead residents participate in a five-week session where they learn skills in basic horsemanship and stable management. While the content of the Equine Program focuses on horses, our staff has witnessed the benefits of involvement reaching well beyond the barn.

Just this past year, Broadmead residents and caregivers report positive growth in areas of social interaction and self-confidence, along with physical, mental and emotional health. The skills and knowledge residents are learning to be safe and effective when working with horses is producing positive changes that are having a direct, beneficial impact on their overall quality of life. And that’s something to smile about.



CONNECT AND COMMUNICATE WITH CAREMERGE

New interactive platform takes communication to the next level for staff, residents and family members

Throughout Broadmead's 40-year history, a life of inclusion has been a constant. And as our opportunities for engagement continue to grow at Broadmead, so must our means of communication. That's why we recently implemented a new campus-wide interactive communication tool, called *Caremerge*. Designed for use by both residents and Broadmead staff, *Caremerge* (a virtual concierge) can be utilized to schedule meetings, reserve rooms for events on campus, send notifications of important announcements, and provide access to our calendar of events all from any electronic device.

One of the newest features of *Caremerge* is the addition of the Family Engagement component. Families with a loved one in assisted living or skilled nursing now have the opportunity to engage with Broadmead nursing staff through this new, HIPAA friendly communication platform. Family members can view photos of their loved ones as they engage in daily activities, helping to relieve stress when distance, work or unexpected responsibilities interfere with regular visits.

As we continue to explore and utilize *Caremerge* throughout the Broadmead campus, we're excited for the opportunity to build out this important communication tool with additional capabilities in the future.

AGING WELL

Evidence-based approaches making a difference in overall quality of life

Center of Excellence in Health and Wellness

No matter a person's age, health and wellness are important choices a person makes daily. These choices can help to enhance our self-worth, extend our independence and increase our overall happiness. At Broadmead, our *Center of Excellence in Health and Wellness* focuses on supporting our residents and the greater community through an evidence-based approach that promotes healthy aging.

Based on the Center's seven facets of health and wellness (personal growth, altruism, stewardship, holistic and progressive healthcare, fitness, nutrition and function, spiritual connections and social interactions), we are using our findings to help determine which programs make a real difference toward maximizing health, wellness and a person's overall quality of life.

In 2019, we implemented new innovative programs and expanded existing programs in our continued effort to live in a peaceful spirit of community, all while working together to live a full and healthy lifestyle.

Some of our more popular health and wellness initiatives include our expanded spa services with a new stand-alone spa that offers massage and acupuncture; our annual comprehensive fitness assessment with a personalized exercise plan for both our fitness room and aquatic center; and supportive and preventive programs, such as *FallProof*, a national award-winning balance and mobility program.

Over the past year, many residents also enjoyed taking time to explore particular areas of interest off-campus. More than 40 residents spent the day at the Smithsonian National Museum of African American History and Culture in Washington, D.C., while our baseball-loving residents enjoyed a trip to Oriole Park at Camden Yards to watch the Baltimore Orioles play the New York Yankees, and our art enthusiasts enjoyed shows at the Maryland Institute College of Art.



Health



*our
physical,
mental
and social
well-being*

Wellness



*aims to
enhance
our state
of well
being*



A SPIRIT OF GIVING

Making a difference in the lives of others

The spirit of volunteering is thriving at Broadmead in 2019. Just this past year, our 76 registered volunteers from throughout the greater community averaged about 160 hours of volunteer time per month. We welcomed volunteers offering their expertise in a number of areas, including teaching residents Zentangle and Scrapbooking. In addition, our ongoing partnership with the Maryland Institute College of Art (MICA) welcomed student volunteers this year who taught specialty art classes for all levels of care at Broadmead.

Residents help each other all the time, plus many participate in the robust resident's association that organizes a vast array of programs and activities.

“Volunteering has a big impact on the quality of a person’s life whether they are receiving or giving,” said Andy Switzer, Director of the Center of Excellence in Health and Wellness. “It infuses energy in a person and gives them purpose all while strengthening the community as a whole.”

Partnerships have been formed with local schools, churches and other non-profit organizations, including Sparks Elementary School, Penn-Mar Human Services, The League, National Capital Therapy Dogs, Pets on Wheels, St. Church Caring Paws Program, among others. In the coming months, Broadmead plans to expand volunteer opportunities for residents to lend their time to other local organizations as well.

***Volunteering at Broadmead has always
been a strength because it happens
organically every day.***

Photography by Erroll Hay

REFLECTING ON 2019

*“Diversity is being invited to the party.
Inclusion is being asked to dance.” —Vernã Myers*

Broadmead’s commitment to diversity and inclusion has been ingrained since its founding. The Quaker values upon which Broadmead was established emphasize community, integrity, serenity, life-long learning, and simplicity - attributes that continue to be relevant to Broadmead today. Hiring its first Director of Diversity and Inclusion in 2019, underscored Broadmead’s commitment to diversity and inclusion along with being the first Life Plan Community in the Mid-Atlantic region to do so.

This was a year of planning, and engaging the Broadmead board, residents and employees in conversation on how we can continue to cultivate a welcoming and inclusive culture for all. Future plans include training opportunities for residents, board members and employees, the introduction of a speaker series, and building relationships with local, diverse community organizations and partners to raise awareness about the many programs, services and opportunities Broadmead offers to older adults of all backgrounds.

\$15 BY 2020 IMPLEMENTED

*“Always treat your employees exactly as you want them
to treat your best customers.” —Stephen Covey*

Our caring and compassionate team make up the fabric of our community here at Broadmead. And as part of our Quaker values, we appreciate the contribution of every employee. To that end, in July 2019 we completed a five-year effort to bring employees up to this standard, through the program “\$15 by 2020.”

In proposing and authorizing this expenditure, Broadmead administration and the Board of Trustees affirmed that paying hourly workers a living wage is a priority for our Quaker organization.

“Bringing all of our full-time, hourly employees up to a \$15/hour minimum standard required planning and investment, particularly for a non-profit,” said Broadmead President & CEO John Howl. “As we celebrate our 40th anniversary this year, we hope this gesture underscores our understanding that our employees are our most valuable asset.”

In addition, employees receive ongoing support in their daily work through scholarships to continue their education and the ability to work with the industry’s latest tools and resources, so each employee is able to complete their job with the utmost confidence.

Photography by Erroll Hay

IN REVIEW

Broadmead's construction project is well under way. Our sound financial performance over the last five years, along with a construction plan that balances the addition of new revenue producing spaces with renovation and updates of many of our campus healthcare and shared amenity spaces, allowed Broadmead to enter the debt market with a Fitch Ratings, Inc. rating of BBB+ and secure 30 year fixed rate financing at a very favorable average interest rate under 4%.

During 2019, Broadmead reported an excess of revenues over expenses of \$2.8 million and net entrance fee cash flow in excess of \$7.2 million. Additionally, Broadmead issued \$75.6 million in Series 2018 bonds to provide funding for Master Plan construction. As a result, total assets have increased to \$185.7 million and net assets increased to \$53.5 million.

BROADMEAD FINANCIAL STATEMENTS

Combined Statements of Financial Position June 30, 2019 and 2018

(in thousands)

	2019	2018
ASSETS		
Current Assets	\$ 9,042	\$ 6,792
Assets Whose Use is Limited	110,725	42,350
Investments	17,998	17,560
Property and Equipment, Net	47,420	41,137
Other Assets	540	423
Total Assets	\$ 185,725	\$ 108,262
LIABILITIES AND NET ASSETS		
Current Liabilities	\$ 5,899	\$ 3,543
Long Term Debt & Line of Credit	78,055	8,194
Deferred Revenue, Deposits and Refundable Entrance Fees	48,145	46,351
Annuities Payable	94	104
Total Liabilities	132,193	58,192
Net Assets Without Donor Restrictions	35,714	32,867
Net Assets With Donor Restrictions	17,818	17,203
Total Net Assets	53,532	50,070
Total Liabilities and Net Assets	\$ 185,725	\$ 108,262

BROADMEAD FINANCIALS

Combined Statements of Activities and Changes in Net Assets Years Ended June 30, 2019 and 2018

(in thousands)

	2019	2018
REVENUE		
Resident Care Services & Medical Revenue	\$ 20,406	\$ 19,990
Amortization of Entrance Fees	5,234	5,050
Interest and Dividends, Net of Fees	997	1,027
Realized Gains	807	1,026
Contributions and Other Revenue	859	816
Net Assets Released from Restrictions	407	451
Total Revenue	28,710	28,360
EXPENSES		
Health Services	7,286	6,885
Dining Services	3,986	3,951
General and Administrative	6,335	6,313
Depreciation and Amortization	3,551	3,928
Plant Operations	3,439	3,172
Housekeeping	1,048	959
Interest	211	157
Total Expenses	25,856	25,365
Excess of Revenue over Expenses	2,854	2,995
Other Changes	(7)	101
Increase in Net Assets Without Donor Restrictions	2,847	3,096
Increase in Net Assets With Donor Restrictions	615	740
Increase in Net Assets	3,462	3,836
Net Assets - Beginning of Year	50,070	46,234
Net Assets - End of Year	\$ 53,532	\$ 50,070

The financial statements of Broadmead, Inc. and its affiliate, Broadmead Medical Services, Inc., have been summarized above. A complete copy of the audited financial statements is available upon request by contacting the Finance Department at 443-578-8063.

BROADMEAD FUNDS

	Balance June 30, 2019	Balance June 30, 2018
Investment Funds Without Donor Restrictions		
Total Unrestricted Board Designated Funds	\$ 41,524,846	\$ 40,274,155

Investment Funds With Donor Restrictions

Broadmead Residents Assistance Fund (BRAAF)	10,186,723	9,638,765
Bruck Special Needs Fund	2,204,587	2,060,113
Walking Trails Fund	313,532	310,374
Nursing Assistance Fund	264,975	252,797
Hallowell Fund	114,977	242,245
John A. Boynton Scholarship Assistance Fund	192,056	183,032
Staff Assistance Fund	113,841	165,309
Taylor Fund	156,987	150,191
Gift Annuities	126,979	132,885
Homewood Friends Meeting Fund	87,298	96,098
Compton Fund	68,986	49,256
Guyton Fund for Plants and Trees	40,248	43,480
Holly House Fund	24,810	24,368
Ann Michener Memorial Diversity Fund	5,912	5,538
Private Companion Fund	4,656	4,446
Other	73,250	11,866
Total Investments With Donor Restrictions (not endowments)	13,979,817	13,370,763

Endowed Portion of Investments With Donor Restrictions

Bruck Fund for Special Needs	3,728,363	3,728,363
Guyton Fund for Plants and Trees	110,039	104,039
Total Endowed Investments	3,838,402	3,832,402
TOTAL BROADMEAD FUNDS	\$ 59,343,065	\$ 57,477,320

BROADMEAD PHILANTHROPIC FUNDS

Broadmead has several funds that have been established by donors over the years for specific purposes. The generosity shown by these individuals have inspired others to support the mission of Broadmead.

Resident Support

The Taylor Fund - the assets from the former Taylor Home, the Friends-affiliated predecessor of Broadmead, established this fund. Today the fund is used to assist applicants to Broadmead who need help in meeting the entry requirement as well as for the financial assistance of residents.

The Hallowell Fund, established in 1976, provides entry fee assistance for members of the Baltimore Yearly Meeting of Friends who are not members of either Stony Run or Homewood Friends Meeting.

The Homewood Friends Meeting Fund established in 1976, consists of gifts to Broadmead for use by members of Homewood Friends Meeting in meeting Broadmead's entrance or monthly fee requirements.

The Bruck Fund for Special Needs was established by a caring resident to enhance and improve the lives of residents on the health care floors of Broadmead, whether their stay is permanent or temporary. The income from the fund is to be used to provide for the needs of health care residents beyond those covered by Broadmead.

The Broadmead Residents Assistance Fund (BRAAF) was established in 1981 by the Board of Trustees and the Broadmead Residents Association to assist residents who may be unable to meet the financial requirements of the community.

The Private Companion Fund was established to provide companions to accompany residents who need to go to the hospital on an emergency basis.

The Private Duty Nursing Fund was established in 1982. It pays expenses of special nursing care that are beyond the means of a resident.

Employee Support

The Staff Assistance Fund Endowment (SAFE) The income from this fund meets staff emergency needs for food, shelter, transportation, funeral expenses, uncovered medical costs, utility bills and disaster relief.

The Compton Fund for continuing education was established by the Broadmead Board of Trustees on June 30, 2013 in honor of Richard F. Compton, leader of Broadmead from 1986-2013. This fund provides support for training, growth, and professional development opportunities for staff in order to enhance direct services to Broadmead residents.

The John A. Boynton Scholarship Assistance Fund was established in the late '90's by former residents John and Millie Boynton. This fund provides scholarships for full-time Broadmead employees wishing to further their education.

Campus Life Enrichment

The Walking Trails Fund was established in 2009 for the development and maintenance of the walking trails used by Broadmead residents.

The Anne Michener Memorial Diversity Fund was established in 2009 to provide for activities promoting diversity.

The Guyton Fund for Plants and Trees was established in 2011 to provide for the purchase of trees, shrubs, perennials, annuals and aquatic plants to enhance the beauty and appeal of the Broadmead campus.

The Holly House Fund was established in 1995 to support the maintenance and enhancement of this historic site which has become such an important part of community life at Broadmead.

GENERAL FUNDS

Contributions to this fund are used to help support the mission and vision of the Broadmead community.

Photography by Erroll Hay

DONOR LIST

Broadmead is blessed by the generosity of its residents, staff and friends. With Gratitude For Our Donors.

09/07/2018 to 10/01/2019

Alan Evans & Anita Langford
Nancy Allchin
Bernie & Kitty Anderson
Mary Lee Anderson
The Asbury Group Integrated
Technologies
Marjorie Appleby
Susan Baker
Richard Baron
Priscilla Barrett
Gayle Blakeslee
Gay Block
Del & Brenda Boughter
Arthur Boyd & Meg Meyer
Bob & Karen Brown
Fred & Mary Bryant
Sean Casey
Edward Clapp*
Edith Cleaves
Tom Cockey
Joe & Sharon Credit
Mary Cromwell
Jim & Suzanne Crowder
Eugene & Carol Currotto
Louise Davis
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Genesis Rehab Services
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Sammy & Carol Gilbreath
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Sally Weinman
Beth Wells
Robert White
Whiteford, Taylor Preston, LLP
Susan Will
Joan Williams
Louise Williams
Jean Wilson
Cindy Yingling
Clifford & Janice York
*deceased





BROADMEAD
A Dynamic Lifestyle Community



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