



## Kirkhaven

### Networking Opportunities Emerge with Rochester General Hospital

Kirkhaven became an independently owned member of the Rochester General Health System's (RGHS) network of strategic partners, contracting with the Rochester General Hospital (RGH) for our physician and medical director services. As an affiliate of RGHS, Kirkhaven is now an "in network" nursing home option for the Program of All-Inclusive Care for the Elderly (PACE). An optional benefit under Medicare and Medicaid for older people who are frail enough to meet their State's standards for nursing home care, PACE provides comprehensive medical and social services that enable elders to continue living at home as long as possible. A team of doctors, nurses and other health professionals assess participant needs, develop care plans, and deliver the services that are integrated into a whole-person health care plan. As a nursing home option, Kirkhaven provides sub-acute services and long-term care for PACE clients when deemed necessary.

Kirkhaven also developed a unique Vascular Therapy Program with RGH to divert its patients to Kirkhaven for post-acute services instead of remaining in the hospital. In anticipation of Medicare "bundled rates" legislation, Kirkhaven and RGH look forward to developing more hospital admission diversion options, as well as other joint ventures.

### "Neighborhoods" and "Households" Take Root

Bye-bye medical model, hello home. Some nursing homes acquire the bricks and mortar of a culture change facility, but fail to fix their institutional thinking. "By the time we move into our new building", says Jim DeVoe, "we will know how to wear our new clothes." Kirkhaven is investing its time waiting for a new building by developing all the intangibles of culture change. Self-led, cross-disciplinary teams are undergoing deep-rooted philosophical change in order to create working households within the current setting. Someday soon, Kirkhaven cottages will serve households of nine elders with their own kitchens, living and dining areas connected to neighborhoods of other distinct and autonomous households.

## Valley Manor

### Moving on up!

Due to some aggressive marketing strategies, average occupancy at Valley Manor improved 5% over 2008! Model apartments were upgraded to provide a quality representation of a Valley Manor home and create a warm and welcoming staging area for the sales team. Smaller apartments were treated to kitchen and bath make overs, and several adjacent apartments were combined into one-of-a-kind luxury units. In addition, the bottom line benefited from a restructuring of the pricing schedule.

Premium pricing, based on elevation and view, established additional revenue streams going forward. These customizations and pricing changes also increase the funds brought in through Entrance Fees.

### Step into the Valley Manor Lifestyle!

The Marketing Team produced an elegant four-minute sales DVD packet. With more seniors coming to us from outside the immediate area, this multimedia sales tool proved very useful in conveying to prospective residents the true essence of "Rochester's finest senior living community". Much of the high-definition video was also integrated into print and television advertising, giving us more bang for our buck and strengthening our brand identity in the marketplace.



### NPR Storycorps

Valley Manor hosted the recording crew of Storycorps, an oral history initiative of National Public Radio and The American Folklife Center at the Library of Congress, for the month of July. In exchange, WXXI provided us with a year of broadcast sponsorship credit of the nationally-syndicated radio program. Storycorps set aside a full day of recording just for Valley Manor residents and many of these stories made it "on the air"!

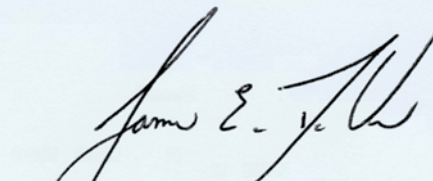
## The faith and hard work we sow today...

In 2009, a sputtering economic recovery continued to challenge Seniorsfirst as seniors struggled to replace lost investment income and regain the confidence to pursue major life-style changes. Unprecedented delays and lack of direction within our state government continued to hold Kirkhaven's adjusted reimbursement revenue hostage, hampering our efforts to fully implement initiatives to change the culture of senior care. However, despite all the adversity and disappointments along the way, Seniorsfirst continued to plow ahead, sow the seeds and keep the faith!

**Valley Manor** moved forward with significant renovations and upgrades to our magnificent building and unique apartment homes. A focused marketing and television advertising campaign spread the word about Rochester's finest senior living community, resulting in an increase of seniors investigating Valley Manor's rich and vibrant lifestyle.

At **Kirkhaven**, we squeezed the maximum out of our current level of Medicare and Medicaid reimbursement, and managed to meet our high standard of care. Leadership and staff continued along its "Pathways to Meaningful Living", radically changing Kirkhaven's environment and protocols from a medical-model facility to a social-model home with person-centered care.

Although the year was challenging (and sometimes discouraging), we remain aggressive and strategically strong. If success requires a vision with the stamina to match, surely, the faith and hard work we sow today will bear fruit tenfold tomorrow.



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# Planting the Seeds

## Annual Report 2009

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Kirkhaven Administrator Amanda Brown and President/CEO Jim DeVoe review plans for a new Kirkhaven community comprised of nine-person households.

