

# Friedman Place 2019 Profile Report



~ 1940



~ 1970



2019



2019



*A Community for Adults Who Are Blind or Visually Impaired*

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Chicago, IL 60625

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

This report is a “snapshot” of Friedman Place and provides information about our residents, staff, volunteers, and finances. Much of the information is for the calendar year 2019, although most of the resident demographics are taken from the month of December 2019 and the financial data for our fiscal year, which ended June 30, 2019.

Located on the northwest side of Chicago, Friedman Place is a nonprofit residential supportive living community – essentially an assisted living organization - that serves adults aged 22 and up who are blind or visually impaired. The agency’s beginnings go back to 1935; the year 2019 was our eighty-fourth of serving low income adults who are blind or visually impaired. The agency’s residential services are provided in a larger building that was purchased and renovated in 2004 and a smaller one next door that was purchased in 2015. Each resident lives in his or her own apartment - there are 81 in the building – each with a full bathroom and kitchenette. Seventy-four of the apartments are (one-person) studios and seven (one- or two-person) one-bedrooms, so at full capacity the building could hold eighty-eight residents.

The building is specially designed for people with visual impairments such as special lighting; changes in floor textures; high-contrast paint colors; handrails; and "talking" elevators so residents may move about safely and freely while at home.

Friedman Place also provides a wide range of case management services to people who are blind or visually impaired and living in their homes throughout Illinois through our Navigator Program, which opened in late 2019.

Staff, specially trained to work with adults with visual impairments, provides social work and nursing services; housekeeping; meals; and a variety of programs and activities fitting resident needs and interests. The organization is led by a volunteer board of directors.

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## Executive Summary

Friedman Place's main program provides Supportive Living – essentially assisted living - to adults who are blind or visually impaired. Affordable housing and a wide range of services are provided by nurses, certified nursing assistants, social workers, activity staff, dietary staff, and others. Most residents live at Friedman Place not because they are blind, but because on average each one has over six chronic health conditions and they require additional support and assistance. It is their health conditions that result in the need for services; it is their blindness or visual impairments that cause them to select Friedman Place. Friedman Place also provides a wide range of case management services to people who are blind or visually impaired and living in their homes throughout Illinois through our Navigator Program, which opened in late 2019.

Friedman Place has grown in recent years and now has almost 70 employees, who are diverse in terms of ethnicity, age, and gender. Just over fifty-percent of employees have worked for the agency continuously for at least three years and just over 35% for more than 10 years. The vast majority of Friedman Place employees are extremely engaged and a recent survey indicated very high levels of satisfaction.

Ninety-eight Supportive Living Program residents and 12 Navigator Program Residents were served in 2019, ranging in age from 22 to 99 years old! Approximately one-half are totally blind and one-half have significant visual impairments, nearly all have very low incomes. Additionally, approximately 50 professionals not from Friedman Place (i.e., not staff) received training on a wide range of issues related to blindness, aging, mental health, etc.

The high quality of the agency's services has been confirmed by having received 100% (perfect) evaluation scores from the State of Illinois in each of the past three years. The agency is financially responsible and strong and while a small deficit was experienced in 2019, it was the first in the past five years.

## THE “TYPICAL” RESIDENT

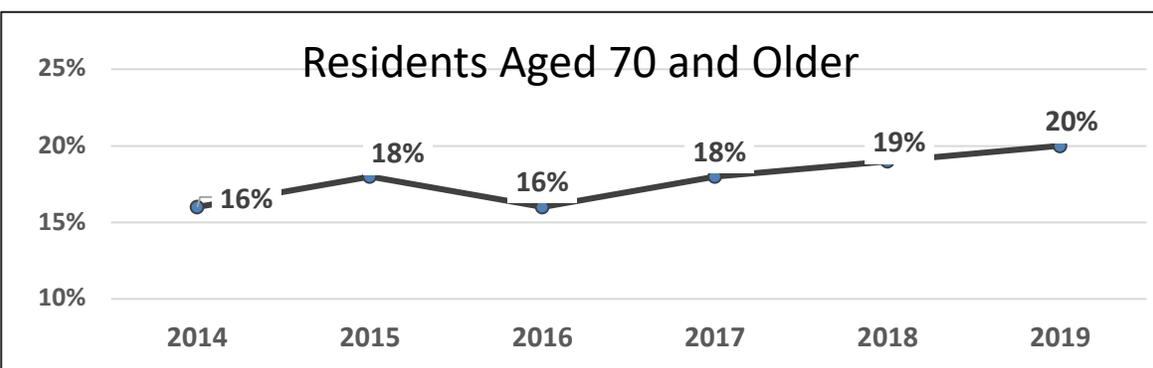
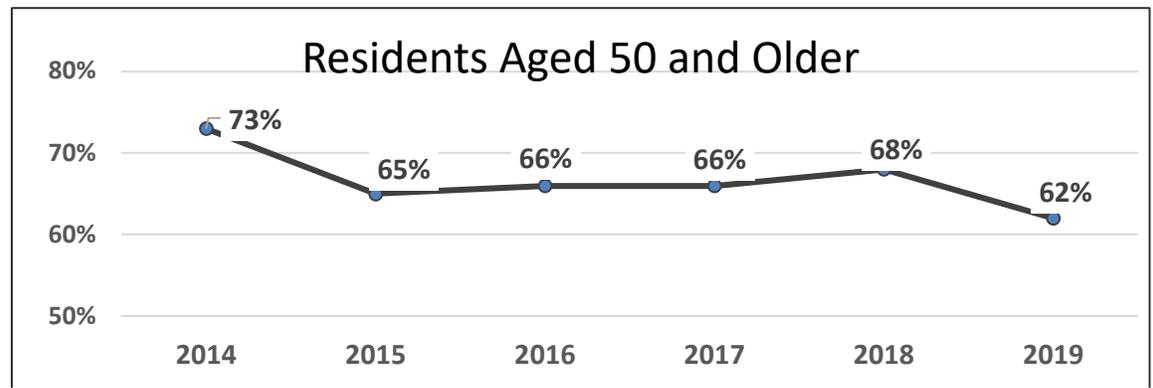
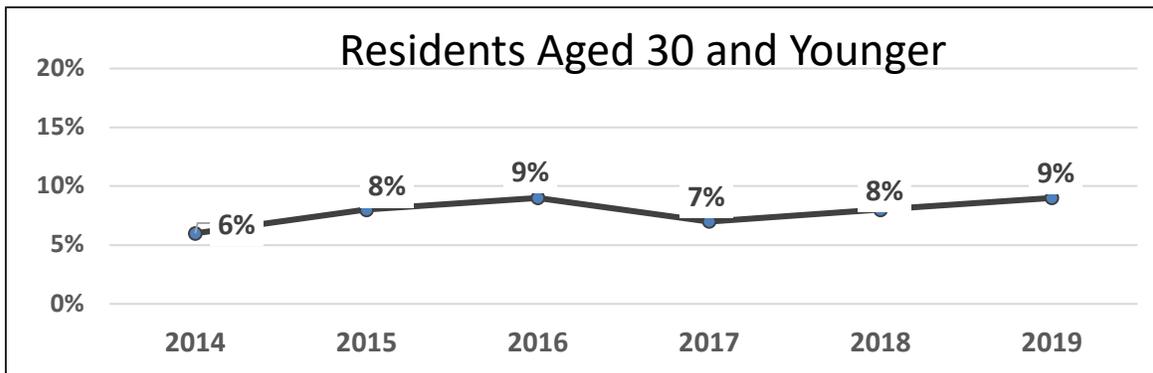
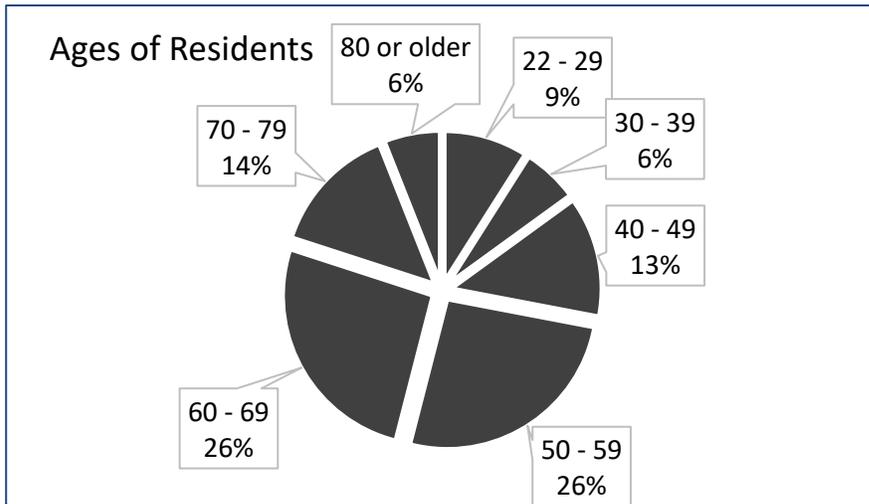
Friedman Place residents are an incredibly diverse and resilient group. Spanning in ages from 22 to over 90, each one has taken a unique path to get here, and each has stories of setback and challenge along with accomplishment and success. With an average of six chronic health conditions unrelated to their eyes, the people who call Friedman Place their home have worked hard to get here and make their lives full and vibrant while engaging with our own and the greater Chicagoland communities. Whether it is spending hours in our Therapeutic Weaving Program, performing music, taking classes, or attending performances outside the building, everyone sets their own pace and decides what to do with themselves. In a world designed almost exclusively for people with sight Friedman Place provides an opportunity and the support for our residents to achieve - and often surpass - their goals. Thank you so much for supporting them on their journey to success.

Every resident is unique, but by considering the demographics of everyone who called Friedman Place their home in 2019 the following composite can be created. The “average” resident is a 57-year-old man who is totally blind and has six different chronic health conditions unrelated to his eyes, including hypertension, diabetes, obesity, anxiety, and arthritis. He takes nine different prescription medications. Originally from Chicago, he moved to Friedman Place seven years ago from an apartment that he shared with family. He graduated high school, has never been employed, and his income comes exclusively from social security and places him at the poverty level. He is disabled and is insured through Medicaid and Medicare. While he spends much of his time inside the Friedman Place building participating in activities and socializing with other residents, he also attends activities outside the building such as shopping, movies, concerts, and other performances.

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### RESIDENT DEMOGRAPHICS

- **FRIEDMAN PLACE RESIDENTS ARE ADULTS OF ALL AGES, ALTHOUGH MOST – 72% - ARE OVER AGE FIFTY.**
  - Our youngest resident was 23 years old and the oldest 90
  - 21% of residents are 70 or older
  - 52% of residents are between ages 50 and 69
  - 47% of residents are age 60 or older
  - 72% of residents are age 50 or older
  - 22% of residents are under age 40
  - The average age of residents is 57



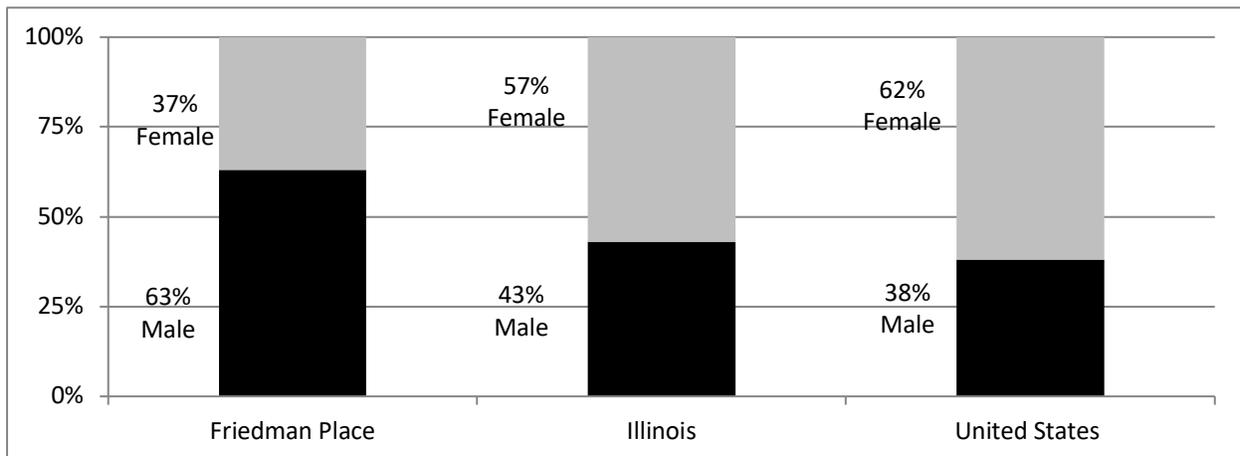
- **MOST RESIDENTS WERE BORN IN ILLINOIS AND WERE LIVING IN CHICAGO BEFORE MOVING TO FRIEDMAN PLACE**

- 75% of the residents were born in Illinois
- 60% of the residents were born in Chicago
- 17% were born in Asia or Africa
- 4% were born in Europe
- 4% were born in states other than Illinois

- **TWO-THIRDS OF RESIDENTS ARE MALE AND ONE-THIRD FEMALE**

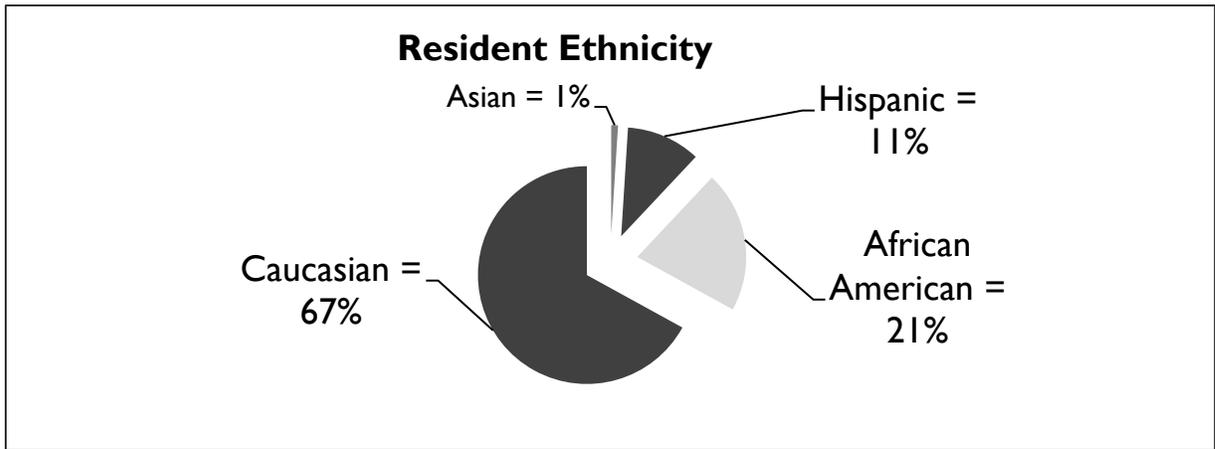
- One-third (37%) of Friedman’s residents are female and two-thirds male, which is a similar ratio as recent years.
- This ratio differs from what is found in Illinois and the United States, where there are more women than men who are blind or have vision loss. While 35% of Friedman Place residents are women, approximately 60% of people who are blind or visually impaired overall are women. It is unclear why Friedman Place’s gender demographic is different than the general population.

**The Percentage of Men & Women who are Blind or have Vision Loss:  
Friedman Place, Illinois, and the U.S.**

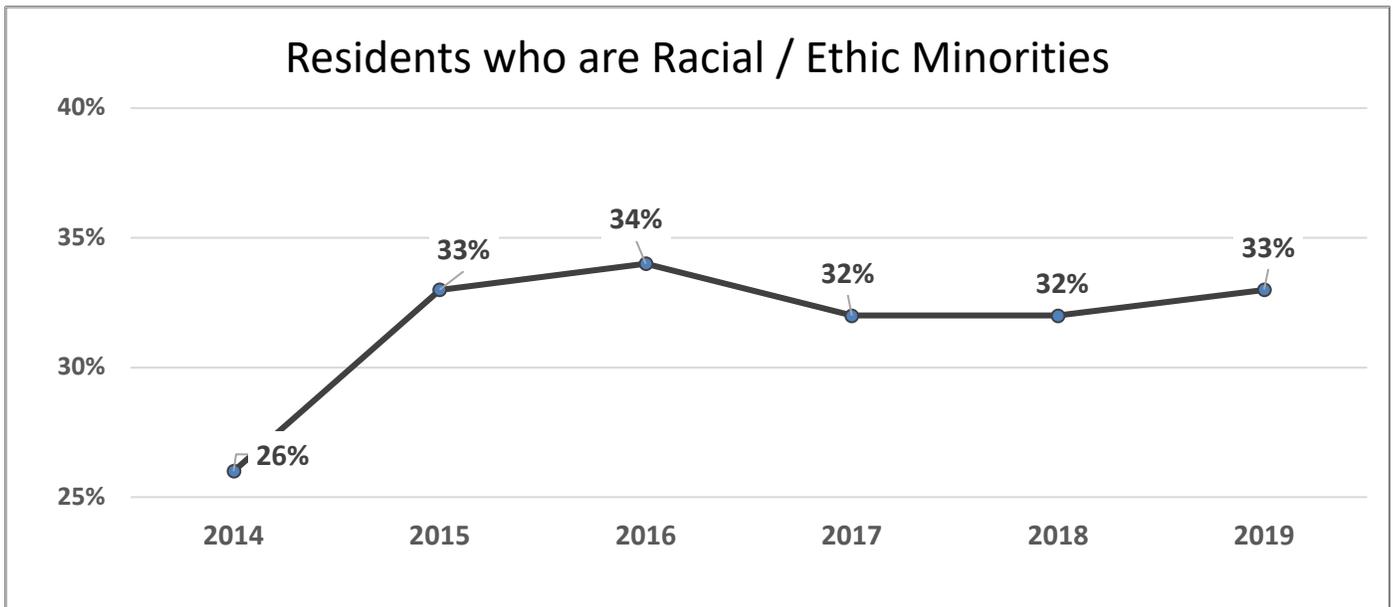


- **THE MAJORITY OF RESIDENTS ARE CAUCASIAN, BUT A WIDE AND DIVERSE GROUP OF PEOPLE ARE SERVED**

- Asian - 1%
- Hispanic - 10%
- African American - 21%
- Caucasian - 67%
- The percentage of residents who are ethnic and racial minorities has remained about the same for the last several years, but has increased significantly since 2014.



While the statistics describing ethnicity do not reflect the general (visually impaired and non-visually impaired) populations of Chicago or even Cook County, they do generally reflect the population of those with visual impairments across the country. Approximately 79% of persons who are visually impaired or blind are Caucasian, which is higher than Friedman Place’s 69%.



- **ALL RESIDENTS ARE LEGALLY BLIND**

- Approximately one-half of our residents experience total blindness and one-half have significant visual impairments. All are legally blind.
  - 50% have been legally or totally blind their entire life
  - 17% have been legally or totally blind for ten or more years
  - 2% have been legally or totally blind for five to ten years
  - 7% have been legally or totally blind for less than 5 years
- There is a higher percentage of people who are blind as opposed to visually impaired at Friedman Place when compared to the overall United States, where approximately 31% experience total blindness and 69% visual impairment.

- **WHILE MOST RESIDENTS HAVE FRIENDS OR FAMILY AVAILABLE IN THE CHICAGOLAND AREA, MANY DO NOT**

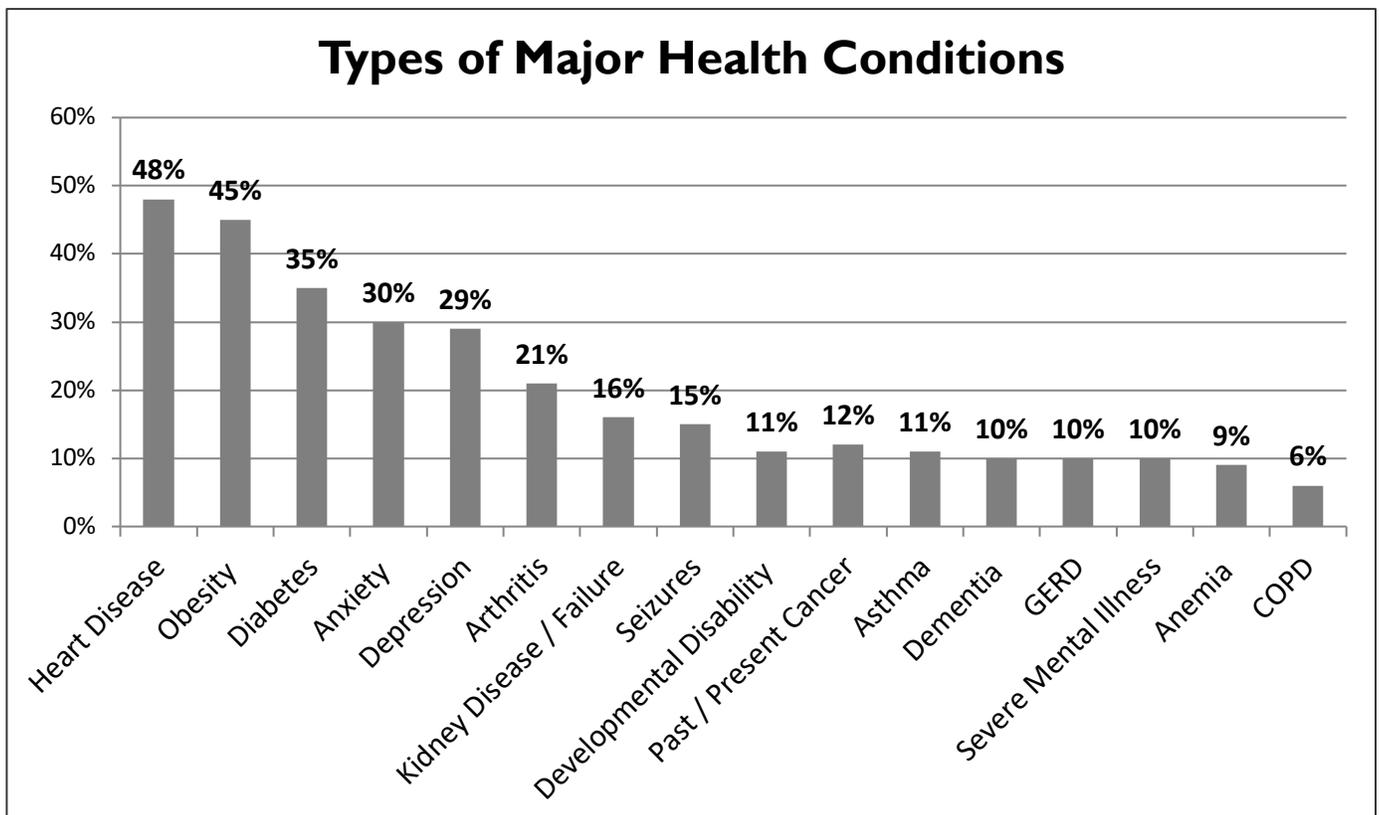
- Eighty-percent of residents have friends or family who live in the greater Chicagoland area, while 20% do not.

- **ONE-THIRD OF RESIDENTS ARE NOW OR HAVE BEEN MARRIED**

- Twenty-six percent of residents are or have been married. Several couples are currently married and over the years several have met and married in the building!

- **MOST RESIDENTS HAVE OVER SIX CHRONIC HEALTH CONDITIONS**

- 90% of residents have another chronic health condition not including blindness.
- On average, each resident has 6.5 major health conditions unrelated to their eyes.
- The average number of chronic health conditions has increased significantly in the last two years, from 4.8 to 6.5 (a 35% increase)

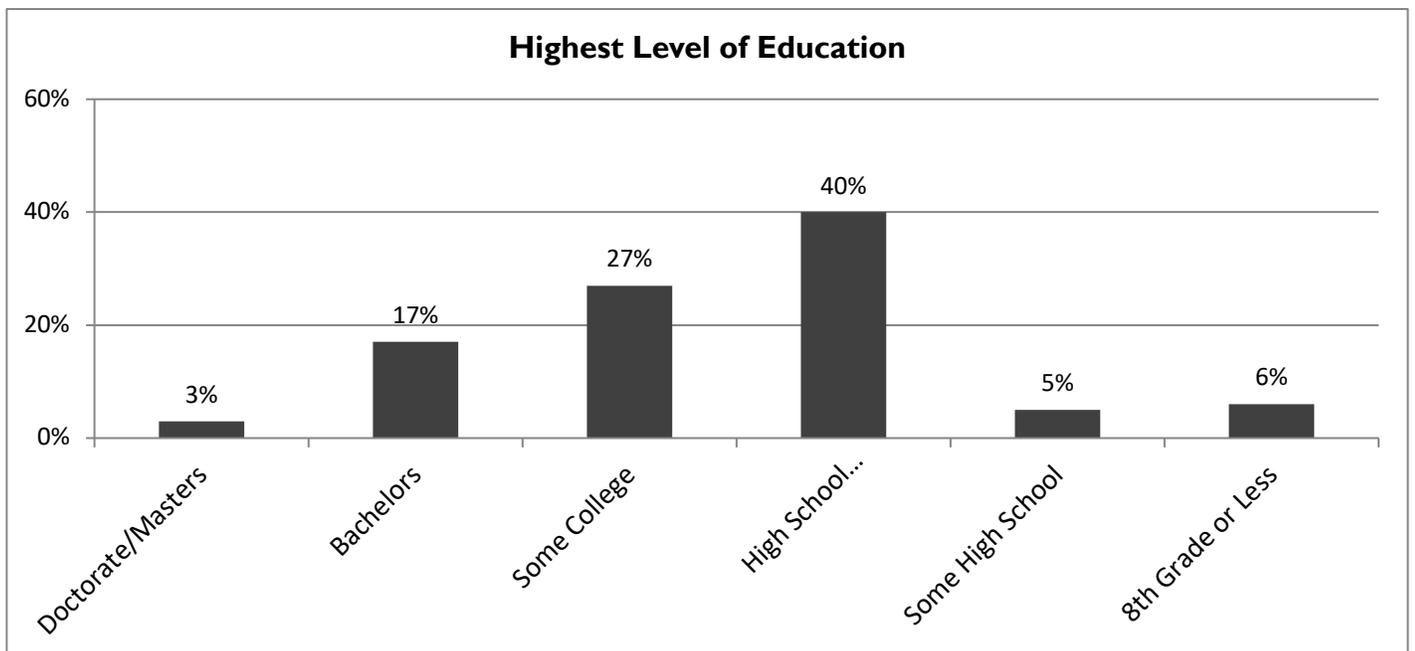


- **RESIDENTS TAKE ON AVERAGE 9.4 PRESCRIPTION MEDICATIONS**

- While some take more and others less, residents on average are prescribed 9.4 different medications.
- The most common medications are:
  - Analgesics – non-narcotic
  - Antacids
  - Anti-depressants
  - Anti-diabetic agents
  - Anti-diarrheals
  - Anti-hyperlipidemics
  - Anti-hypertension agents
  - Cough & cold agents
  - Dermatological & bronchodilators
  - Laxatives
  - Ophthalmologic agents
- Friedman Place’s nurses administer medications almost 7,300 times each year.
- A pharmacy service – which is used by nearly all residents – delivers medications directly to Friedman Place several times each week and with the coordination of our nurses, residents never have to worry about getting refills or new prescriptions.

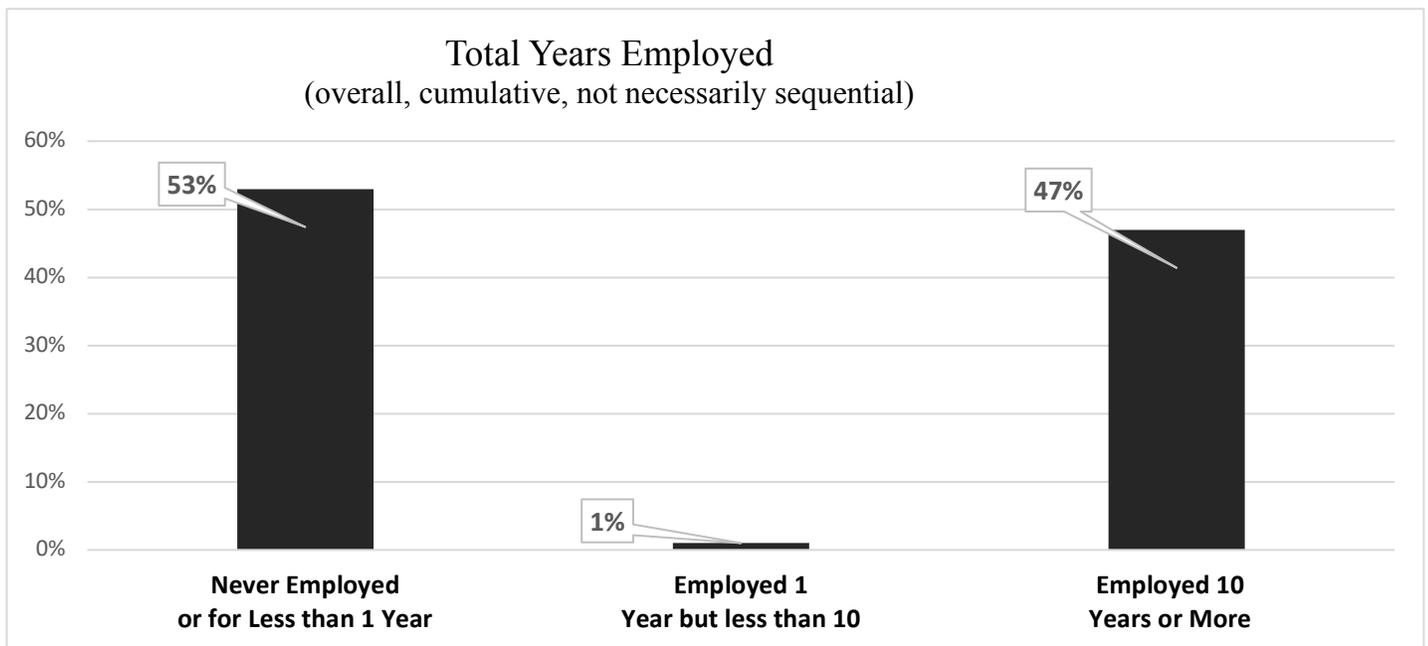
- **RESIDENTS HAVE A WIDE RANGE OF EDUCATION BACKGROUNDS**

- Approximately 90% completed high school (or GED) and 20% have a college degree
- Approximately 10% have less than a high school degree.
- The educational backgrounds of Friedman Place residents are comparable to that of people who are blind or visually impaired throughout the United States.



- **OVER ONE-HALF OF RESIDENTS HAVE NEVER BEEN EMPLOYED OR HAVE BEEN EMPLOYED FOR LESS THAN ONE YEAR WHILE MANY OTHERS HAVE BEEN EMPLOYED AT LEAST 10 YEARS THROUGHOUT THEIR LIVES**

- 53% of residents have never been employed or have been employed for less than a year total in their lives.
- 47% of residents have been employed for at least ten years total in their lives.
- Given the extensive medical problems faced by Friedman Place residents, it appears that most of those who have been ill since childhood have never been employed and those who do have work histories are often the people who became ill (or more ill) as adults.
- In the last two years our resident population has changed significantly in this area, with approximately 20% more now never having been employed or for less than one year and about 15% more having worked more than 10 years. There are two roughly equal-sized groups of residents: those who have never or minimally worked in their lives and those who have at least ten year’s employment experience.



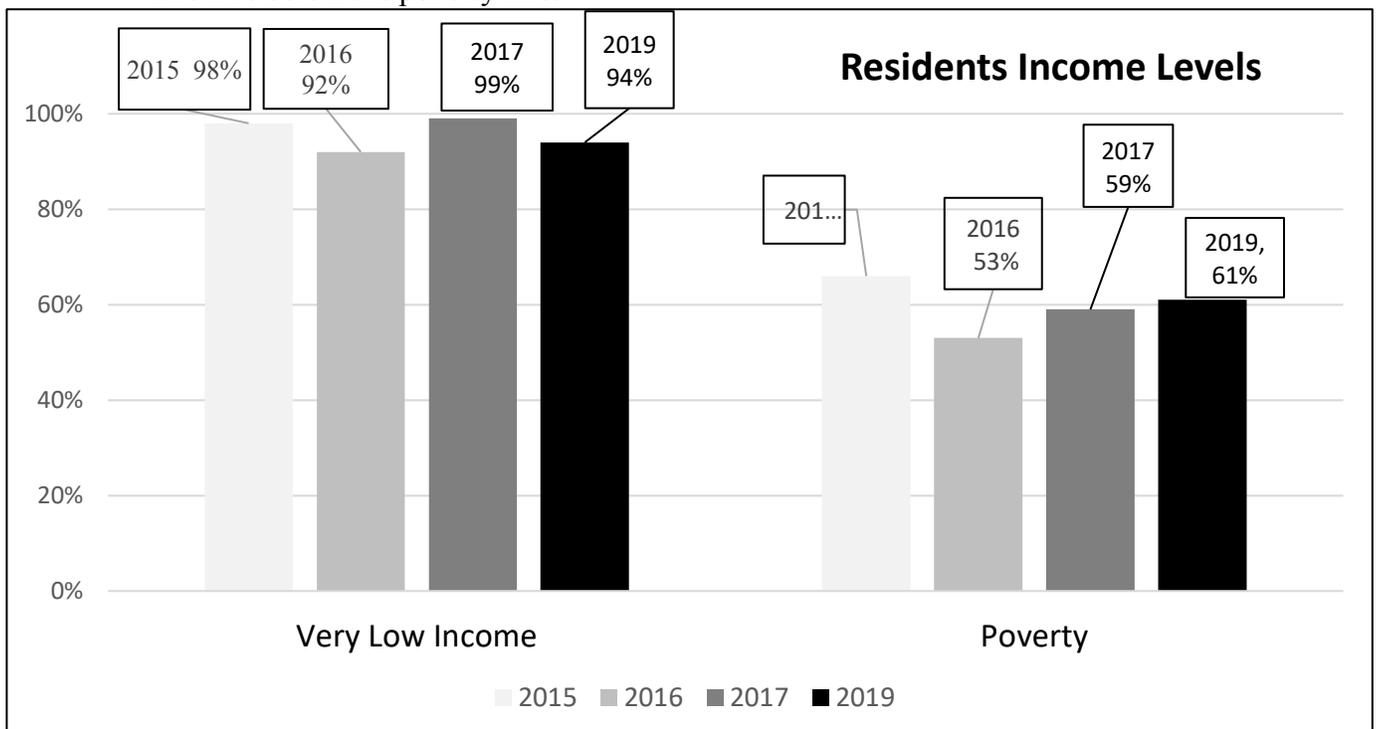
Only 2% of residents are currently employed but we believe that another 5% could work if provided the sufficient vocational training and job placement services. Four years ago no residents were working. A major challenge to employment is the multiple chronic health conditions that our residents have, which for most residents result in extended periods each year of poor health and an inability to maintain even part-time employment.

**• THE AGENCY SERVED 110 PEOPLE IN 2019 AND AN ADDITIONAL 50 PROFESSIONALS (NOT INCLUDING OUR OWN STAFF) RECEIVED A WIDE RANGE OF PROFESSIONAL TRAINING**

- Ninety-eight people received residential services in our main building and 12 case management services in their homes throughout Illinois through our Navigator Program, which opened in late 2019
- Our residential number served is more than our capacity since several residents move out of Friedman Place each year and are replaced by new residents.
- On average, 84 individuals reside at Friedman Place at any one time.
- 279 separate individuals have received residential services in the main Supportive Living Program between 2010 and 2019.
- Thirteen people moved into Friedman Place in 2019. They ranged in ages from 24 to 81 years old. Four of the new residents moved from other Supportive Living Programs, and all were motivated to do so for the specialized services for the blind that Friedman Place provides. One moved from a nursing home. The other eight moved from homes in the community – three had been living alone and five with family members.
- Twelve people moved out Friedman Place in 2019. They ranged in ages from 43 to 91 years old. Five of the former residents moved into their own apartments in the community, one to another Supportive Living Program, three to nursing homes, and three with family members.

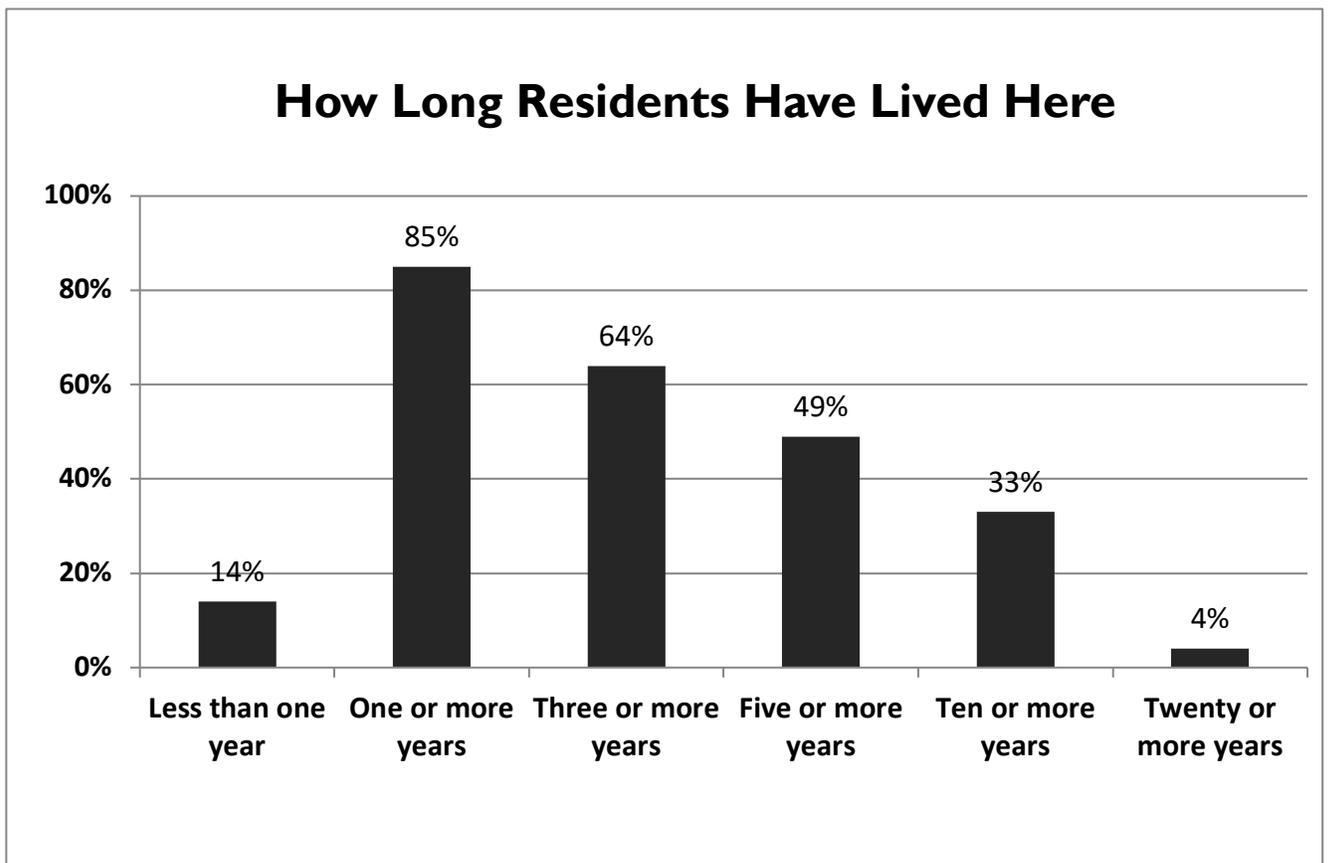
**• NEARLY ALL RESIDENTS HAVE VERY LOW INCOMES**

- 94% of Friedman Place’s residents have annual incomes at or below Very Low Income
- 61% of residents have annual incomes at or below the Poverty Level (\$12,500). This is a much higher percentage than the 31% of people throughout the United States with a visual disability who live below the poverty line.

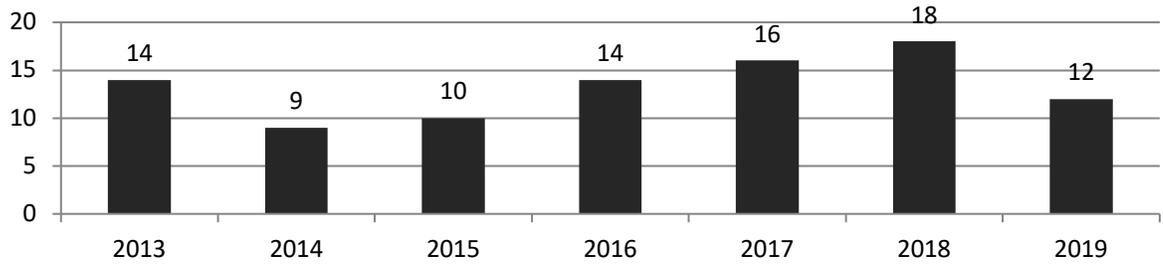


- **OVER TWO-THIRDS OF RESIDENTS HAVE LIVED AT FRIEDMAN PLACE FOR AT LEAST THREE YEARS AND ONE-HALF FOR AT LEAST FIVE YEARS**

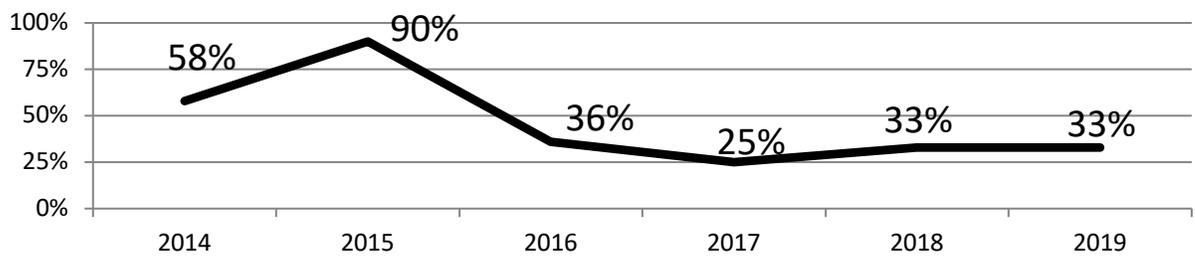
- Our longest-term resident has been with the agency for 26 years. Four residents have lived with us for 20 years or more.
- The average length of stay is just over seven years, which is slightly longer than what it was two years ago.
- A high number of residents remain at Friedman Place for three years or less and generally fall into two broad groups. The first group consists of people who are admitted in relatively poor health who end up moving into a nursing home within a few years because they require more support and assistance than Friedman Place can provide. The second group consists of people who are admitted in relatively good health or with health conditions that improve significantly with the healthcare provided and then move out into an apartment in the community within a few years.
- For those residents who remain beyond the three-year mark, their average length of stay is just over nine years (i.e., an additional six years beyond the initial three).



## Number of Residents Discharged

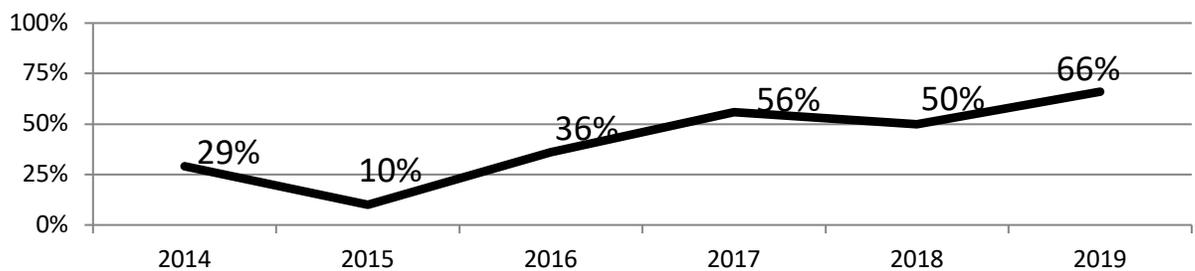


## Percentage of Residents Discharged to a Long-Term Care Facility

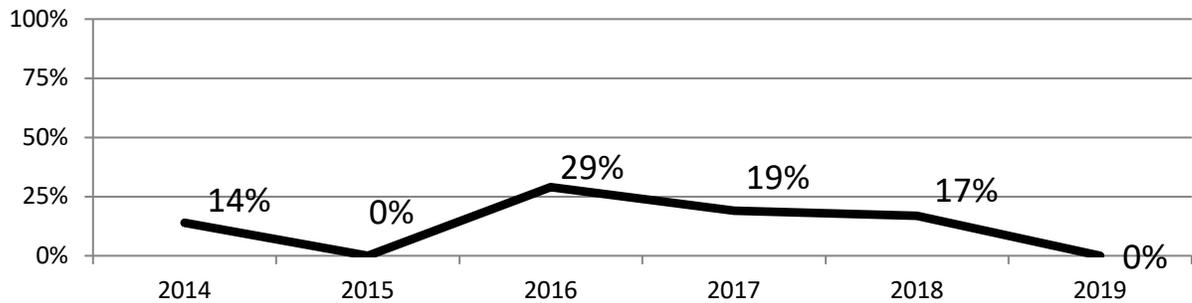


## Percentage of Residents Discharged to the Community

(i.e., apartments, either alone or with friends or family)



## Percentage of Residents Discharged who Died at or Shortly after Leaving Friedman Place



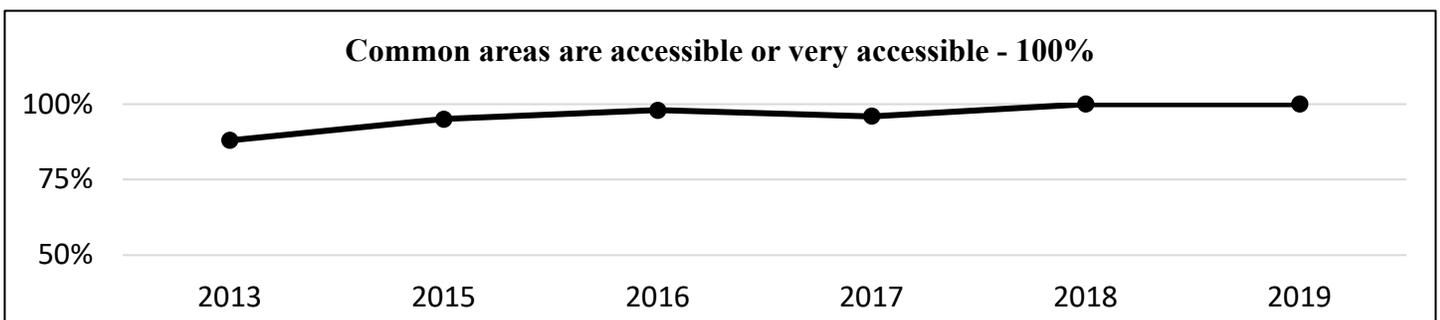
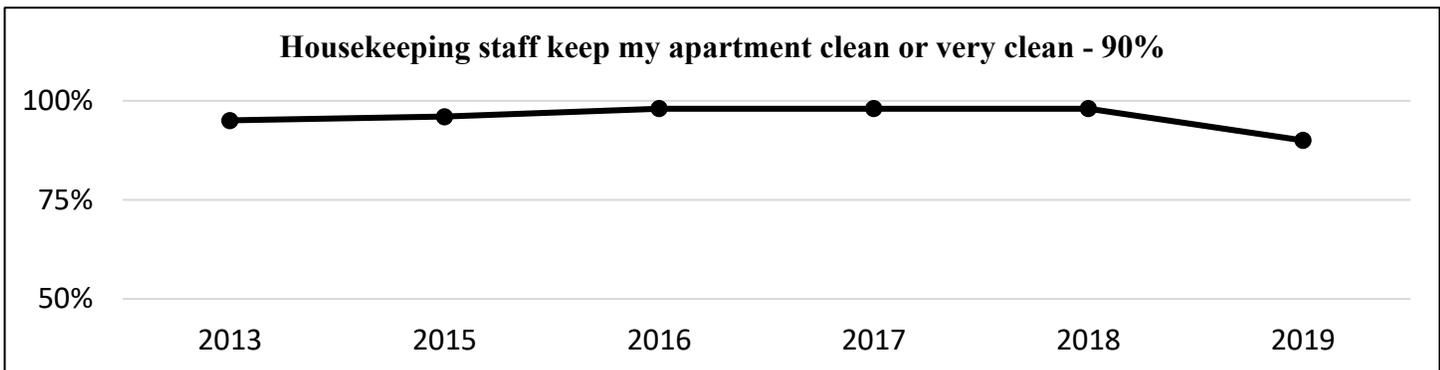
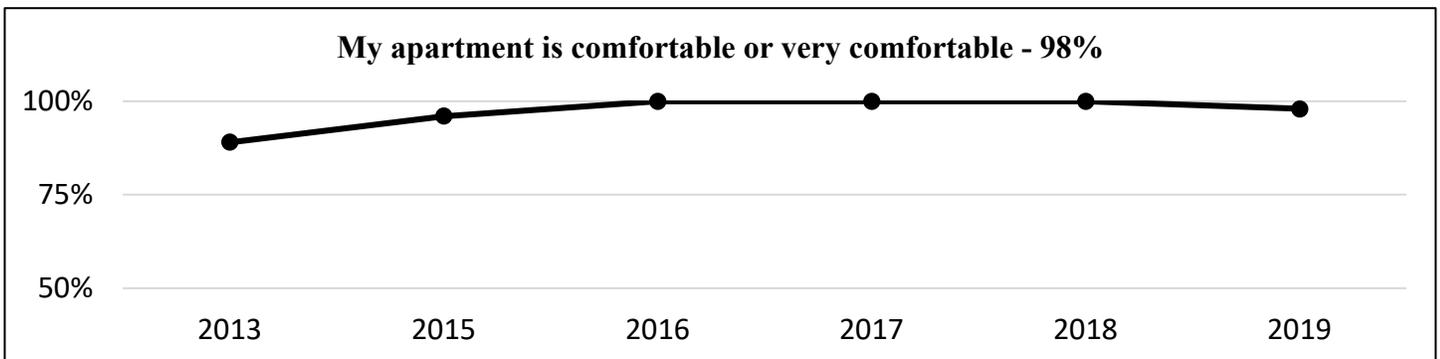
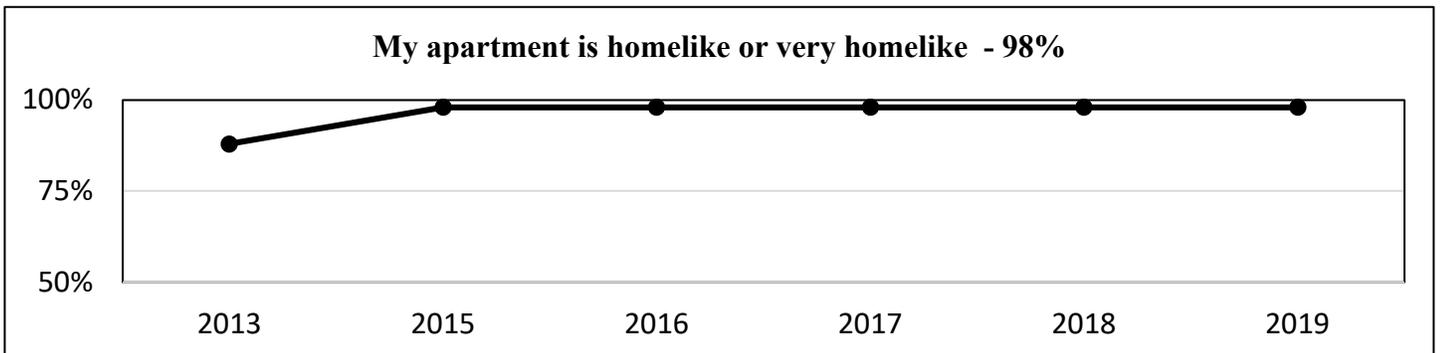
### 2019 RESIDENT SATISFACTION SURVEY

In the spring of 2019, sixty-five percent of the residents participated in a satisfaction survey. Volunteers met individually with each resident to best assure openness and anonymity. The results below are compared to previous surveys going back to one conducted in the fall of 2013, just prior to the Agency undertaking a major reorganization. Some new questions were added to the survey in recent years so some data are not available with which to compare.

In 2019, the residents of Friedman place reported that they were generally satisfied with their home and the services that they receive although in several areas their overall levels of satisfaction decreased when compared to recent years. Both staff and members of the Resident Board (an advisory body comprised of residents) were surprised at some of the decreased scores and do not have a clear explanation. Anecdotal evidence of high levels of satisfaction abounds but many people identified a possible reason the presence in late 2018 and early 2019 of several residents with significant behavioral problems, which affected the experience of residents and staff throughout the building. None of those residents are still living at Friedman Place and it is expected that the results of the next survey will return to the previous extremely high levels.

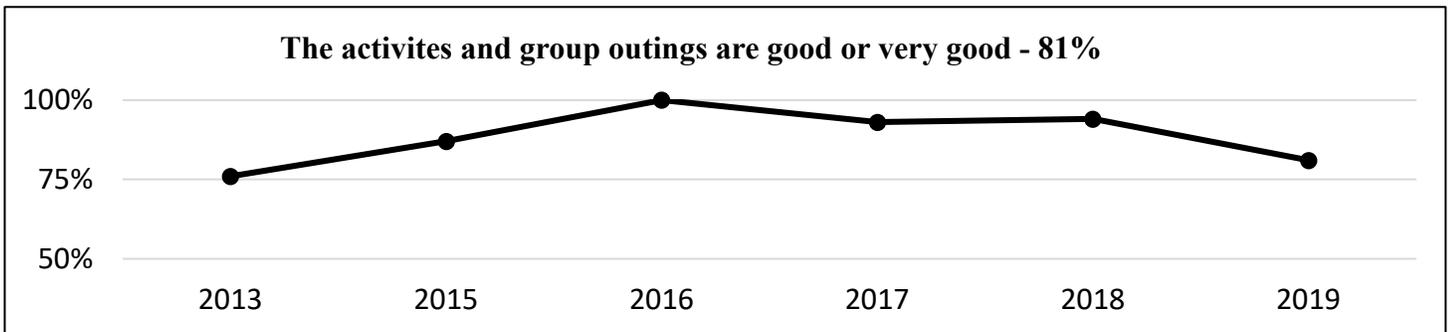
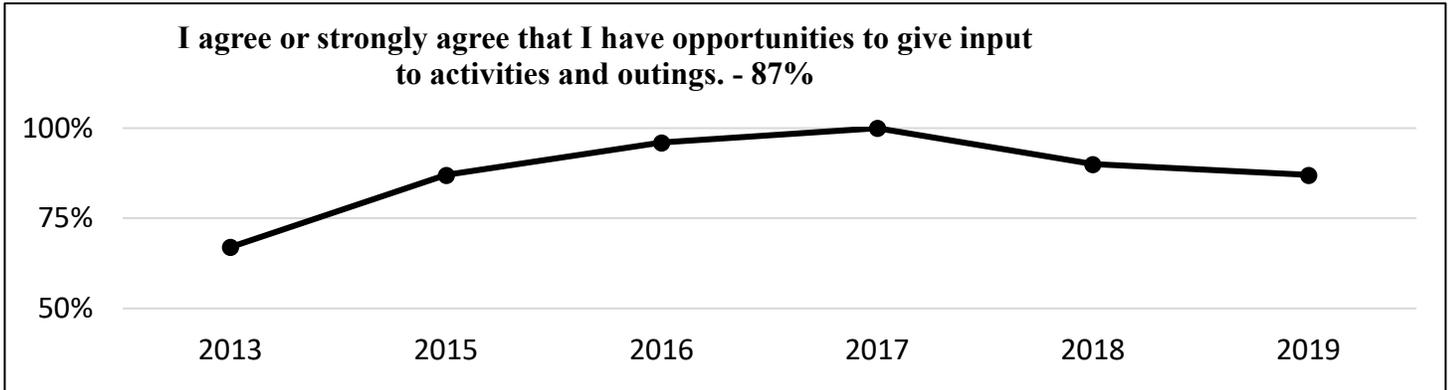
**PHYSICAL ENVIRONMENT**

Each resident lives in an individual studio or one-bedroom apartment (one-bedrooms are usually for couples), which includes a kitchenette and a full bathroom. There are a variety of Activity Rooms and Exercise Rooms throughout the building, along with a main Dining Room, Computer Lab, Weaving Studio, and outside patios.



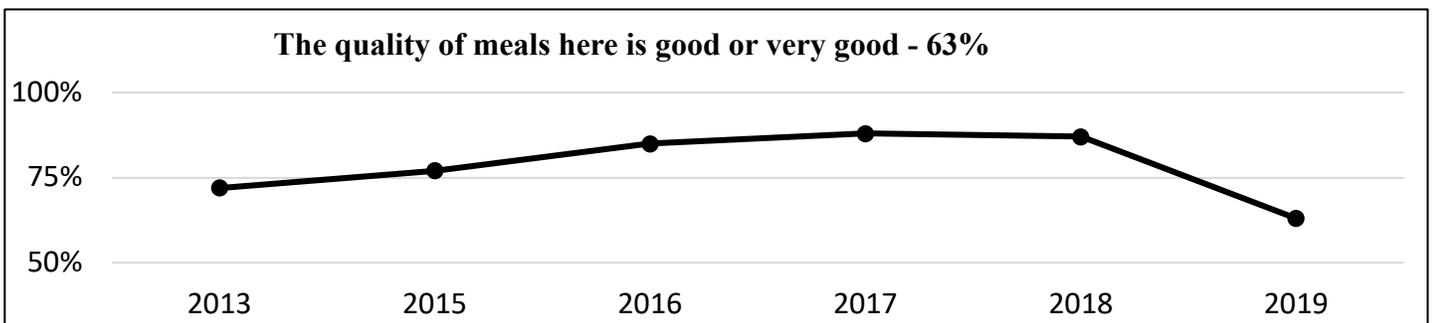
**ACTIVITIES**

A wide range of activities are provided inside and outside of the building, including weaving, music, theater, shopping, Uno, Bingo, bowling, exercise, religious services, advocacy group, movies, etc.

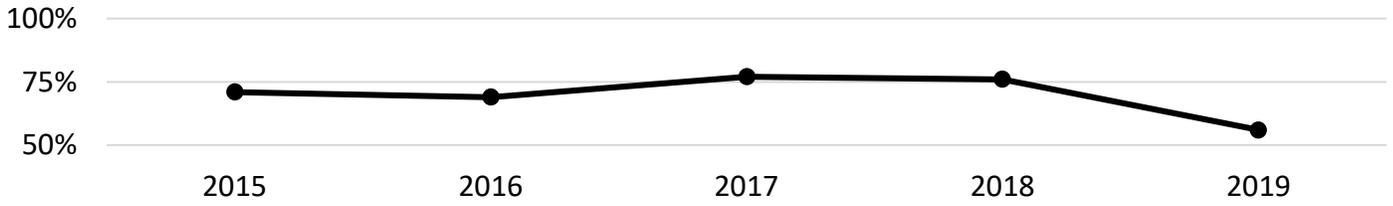


**FOOD SERVICES**

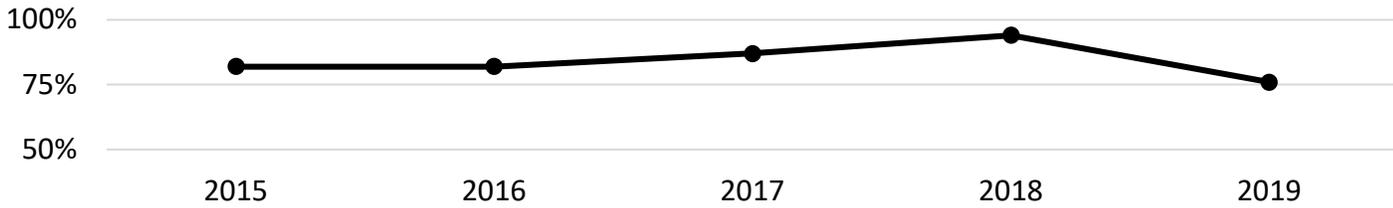
Three meals plus an evening snack are served daily. Most meals are eaten in the main dining room but residents are welcome to bring them back to their own apartments and to get “to-go” meals when they are planning to be out of the building. A main entrée and wide selection of alternative choices are available at each meal. A “healthy choice” option is always available.



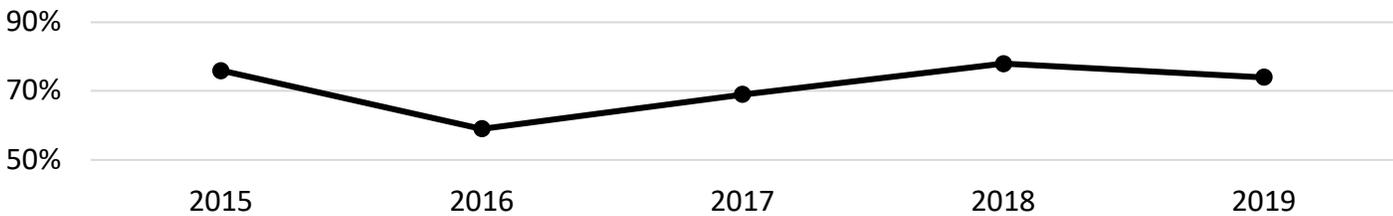
**I am satisfied or very satisfied with the flavor of the food - 56%**



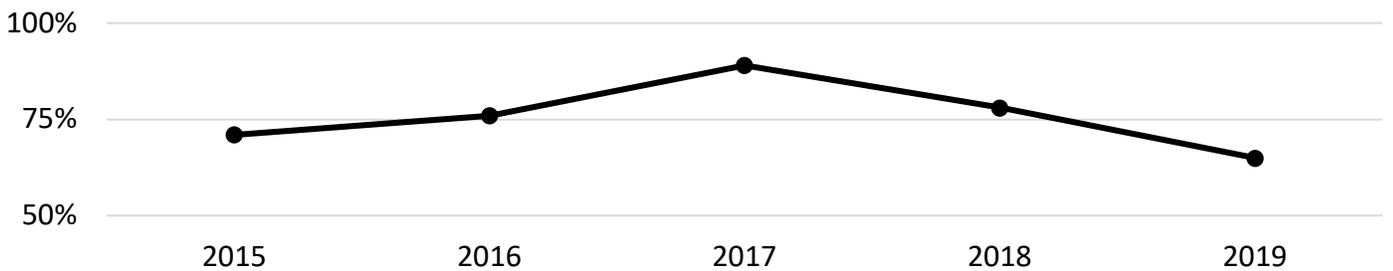
**I agree or strongly agree that the servers are courteous, informative, and responsive to requests for assistance - 76%**

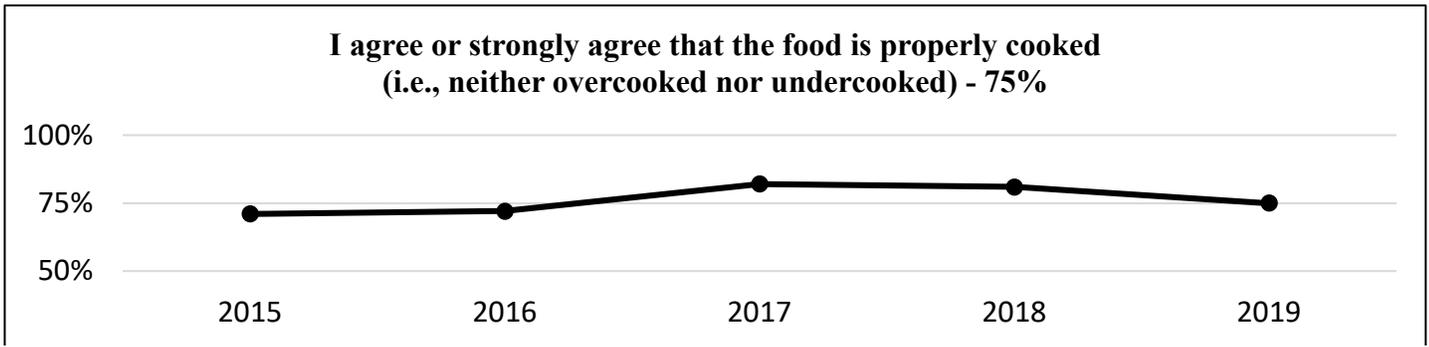


**I agree or strongly agree that the meals are presented in a manner that lets me know where the different foods are located on the plate and where the drinks and utensils are located - 74%**



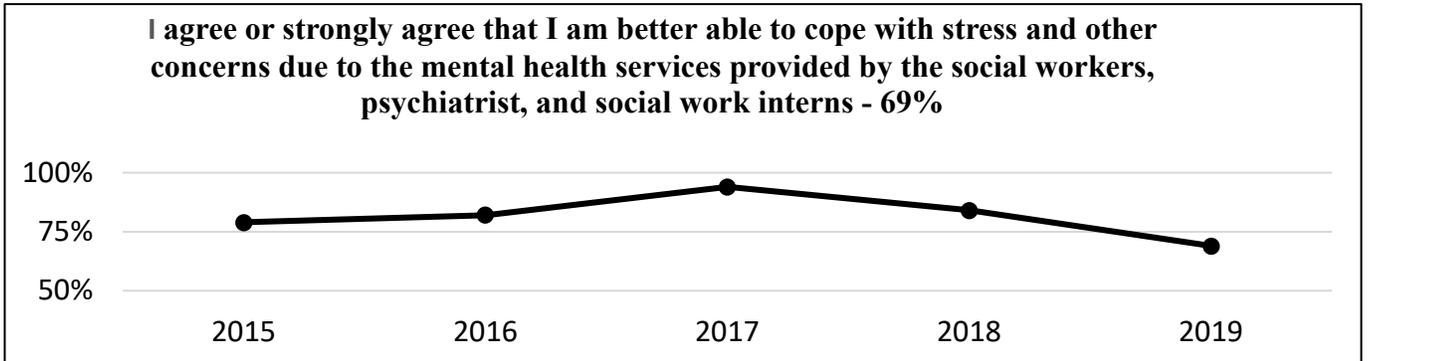
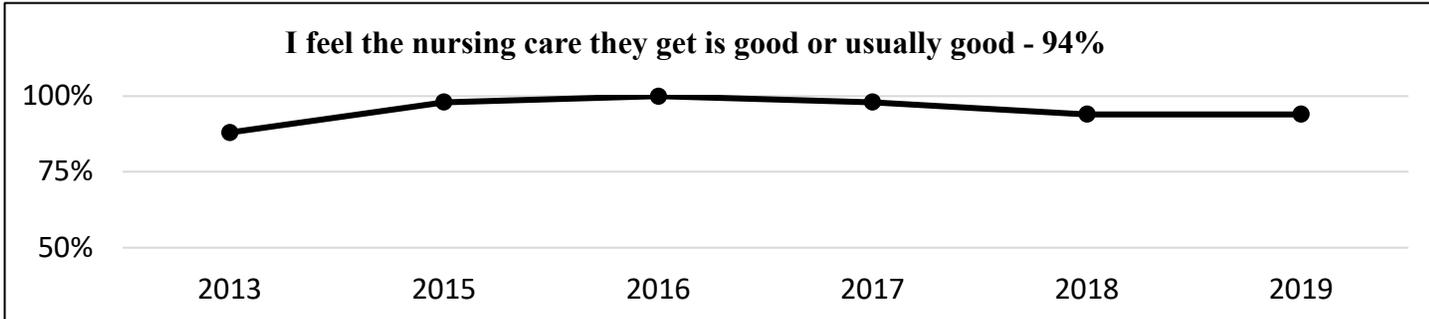
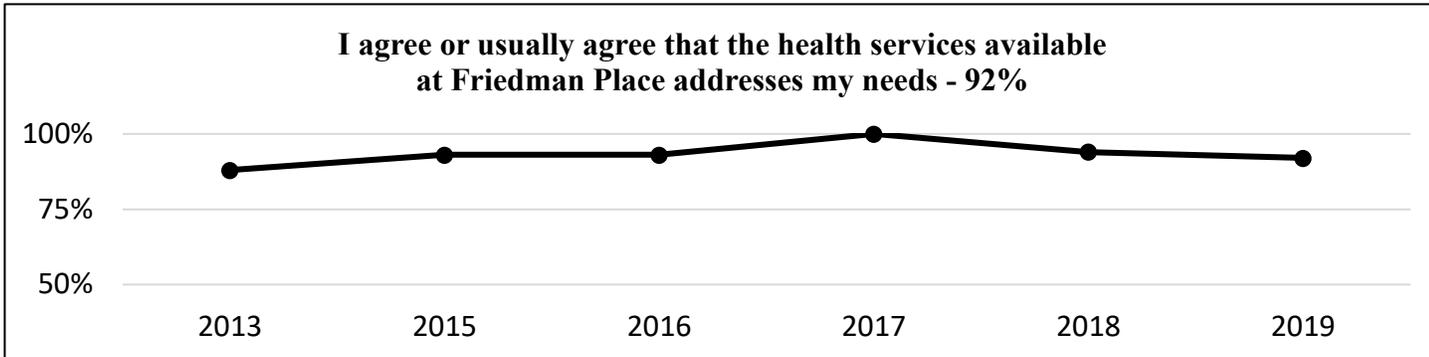
**I agree or strongly agree that the meal portion sizes are appropriate (i.e., neither too large nor small) - 65%**

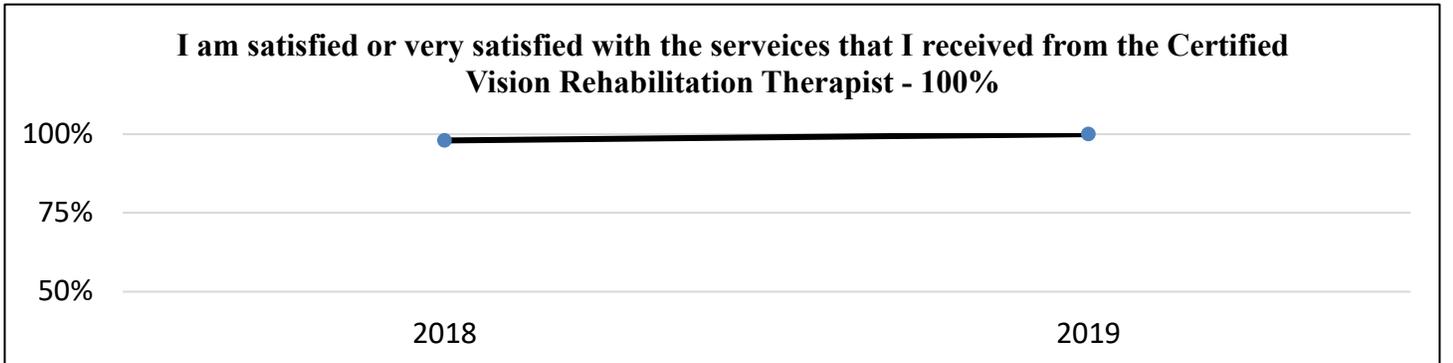
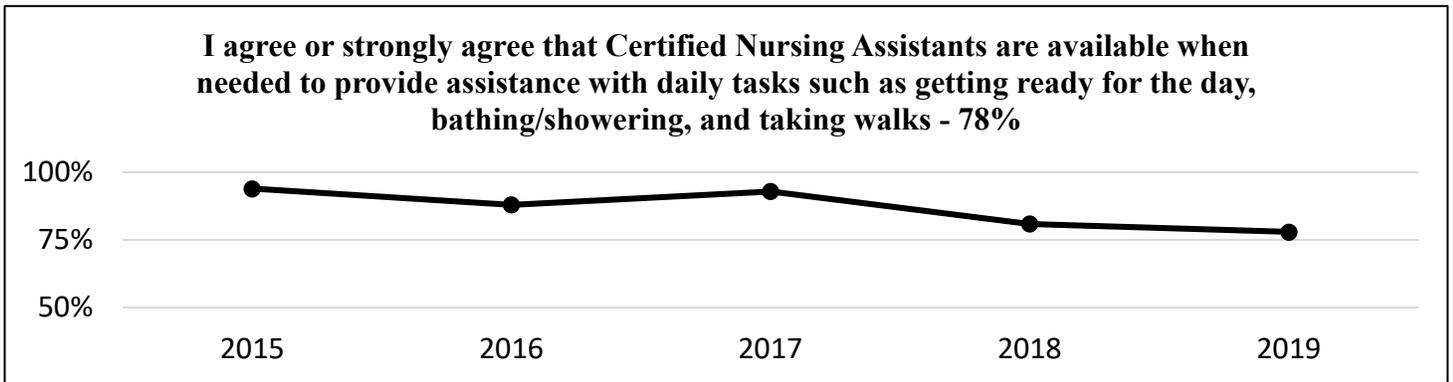




**HEALTHCARE & SOCIAL SERVICES**

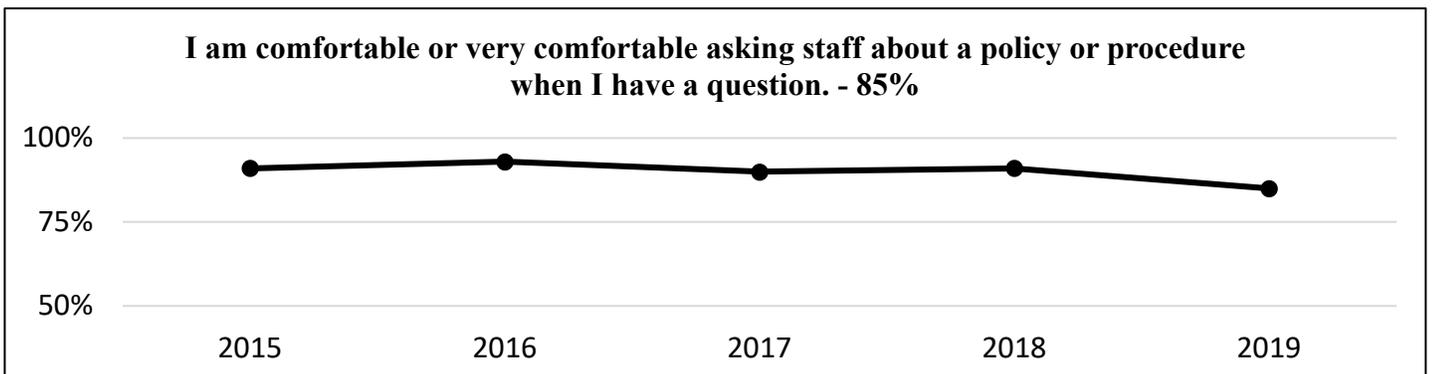
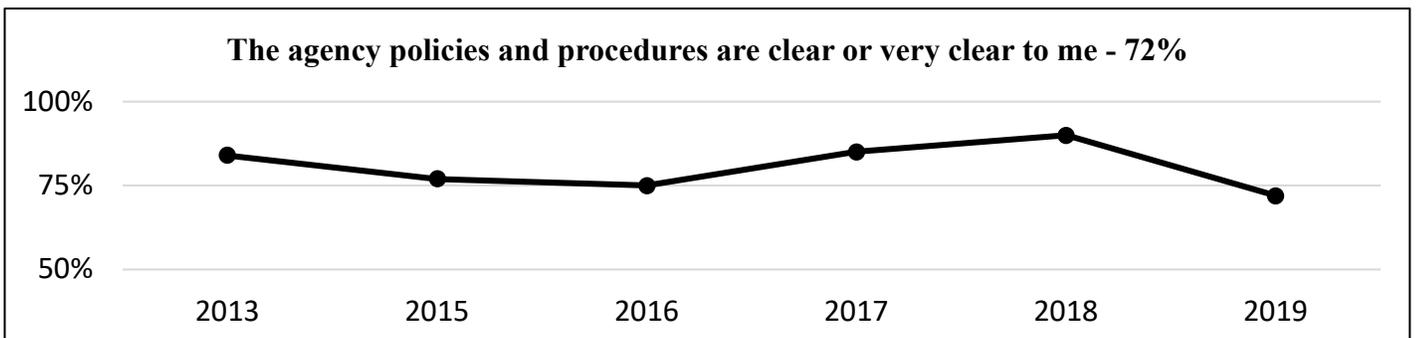
A wide range of healthcare and social services are provided in the building by our own nurses, certified nursing assistants, and social workers as well as outside providers including dentists, ophthalmologists, an internist, a podiatrist, and a psychiatrist.

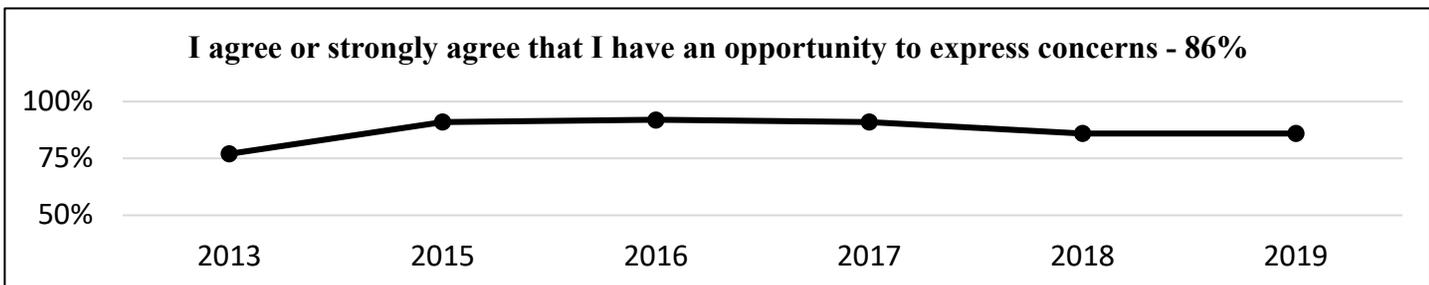
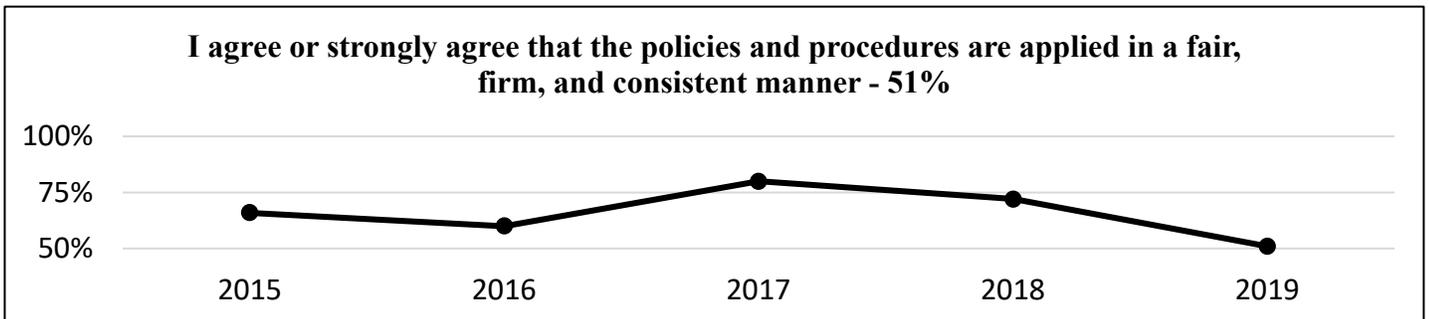
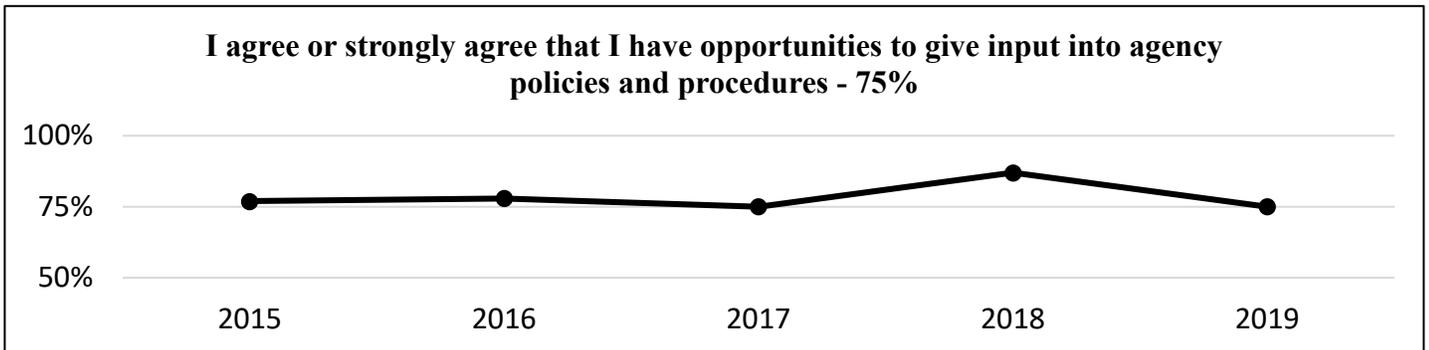




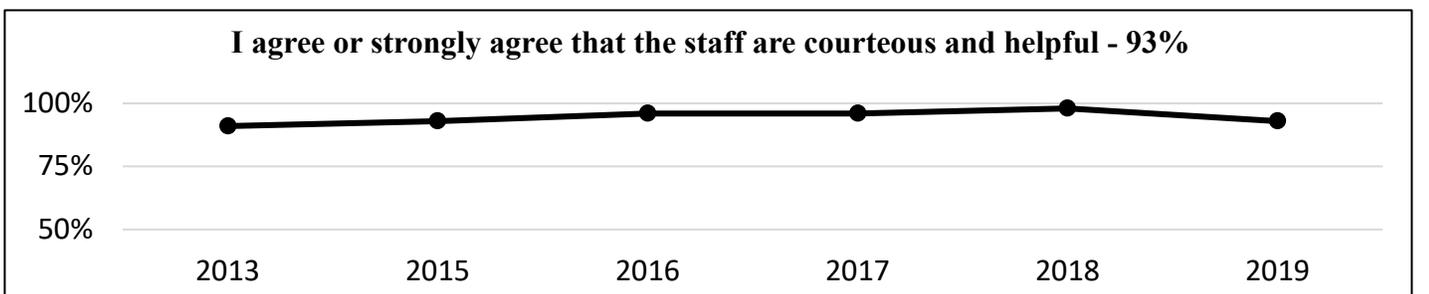
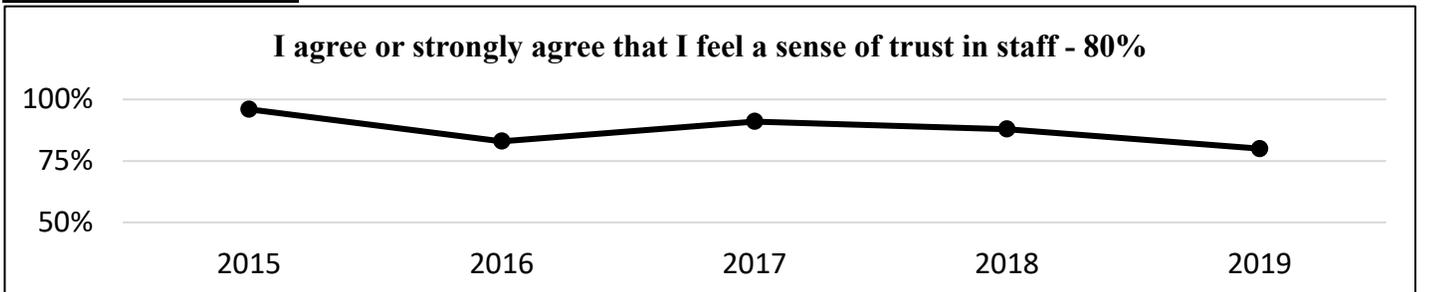
Note: This position was created only a few years ago.

**GENERAL INPUT AND AWARENESS**

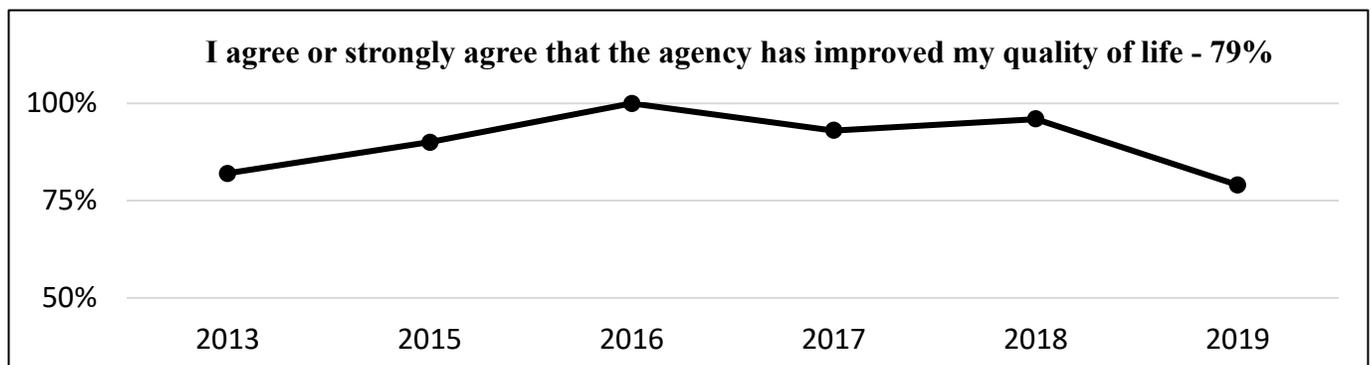
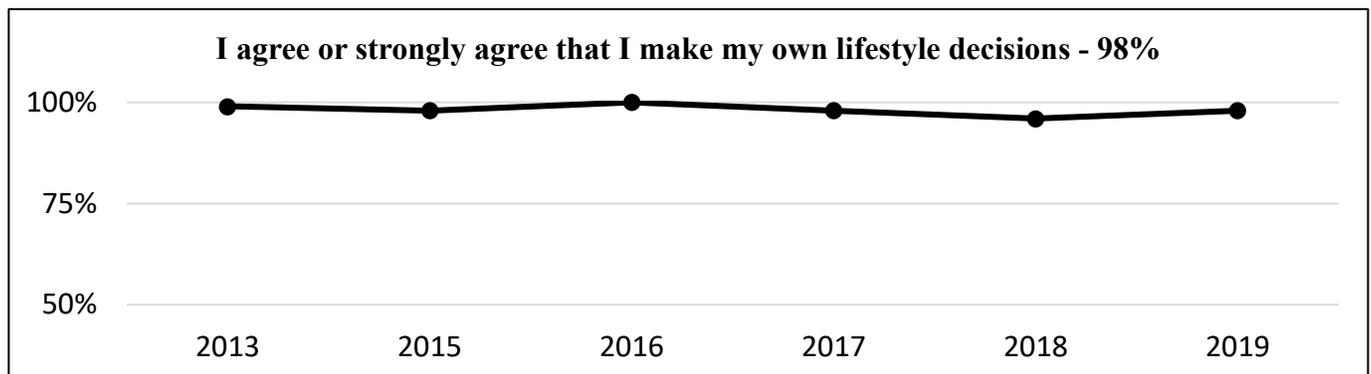
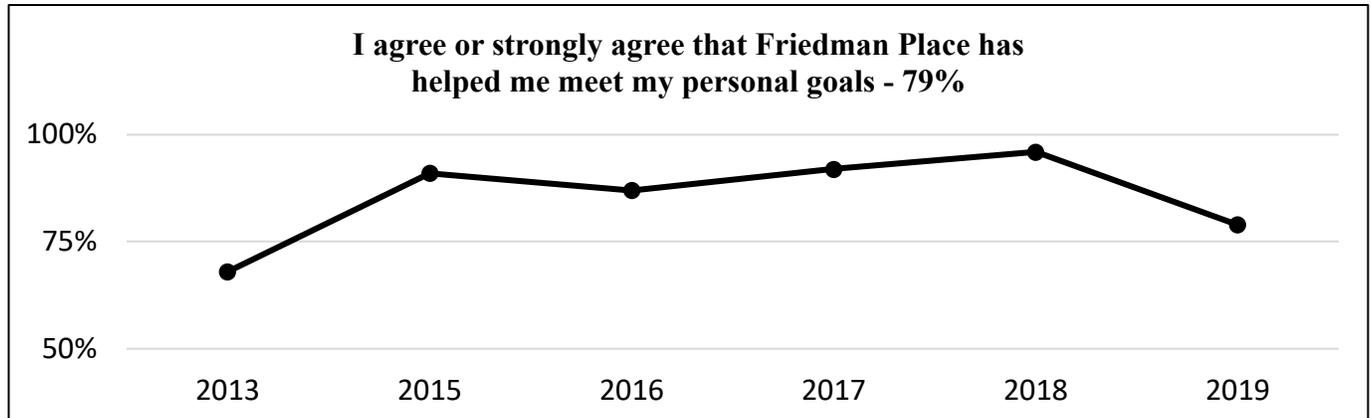
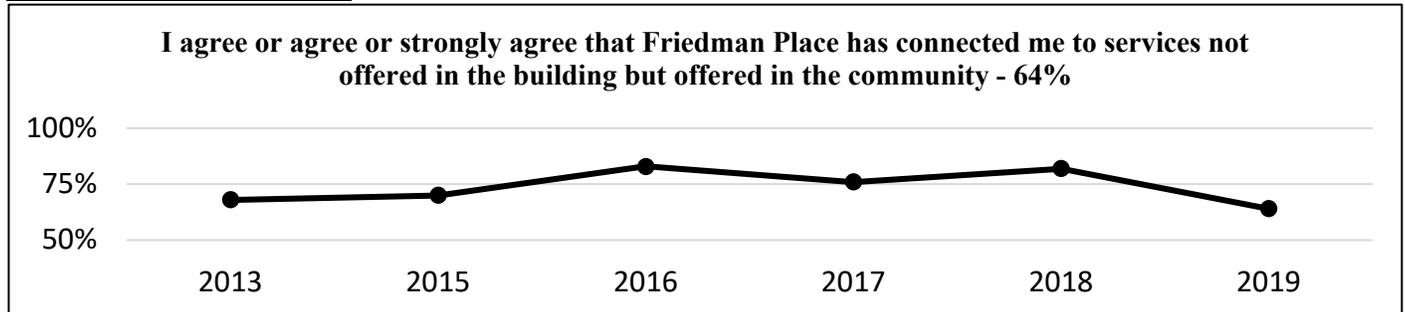


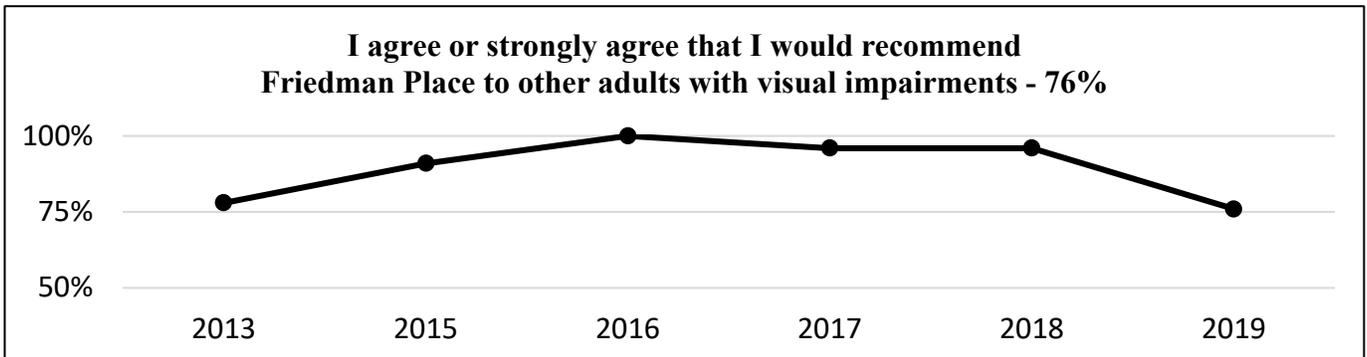
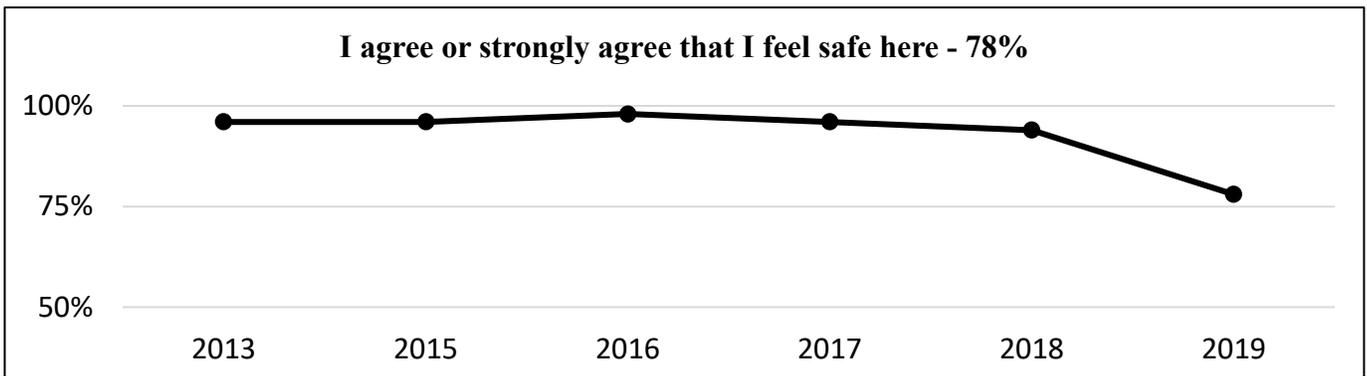


**STAFF RELATIONS**



## QUALITY AND GOALS





## **COMMENTS**

1. More varieties of fresh vegetables and fruits.
2. Need better computers in the computer lab.
3. Strongly happy here.
4. Everything has changed since one specific certified nursing assistant left. There is no one to take me walking anymore.
5. Vegetables need to be properly cooked.
6. Food has GMOs, not fresh. Would like opportunities for 2nd helping on food I like.
7. Would always recommend Friedman Place for better living. Make sure that when staff clean they do not take anything away or move it. Food needs more flavor, meat is overcooked.
8. Would like to learn Braille, have staff read books, more help with shopping. Would like African and Latin music activities.
9. More maintenance staff. More veggies.
10. I have lived here for 8 years and I am happy and plan to stay here permanently.
11. Housekeeping rushes and doesn't do all the things like mopping floor. No one takes us outside for walks anymore. Need an outside mobility instructor. Security not so good sometimes. Would like to cook meals sometimes.
12. I would like to see a doctor at Friedman Place. I would like to have more input on activities offered to us outside the facility.
13. I am new so I don't know about procedures or resident council meetings.
14. Residents should not have to pay for an escort to medical appointments. Services are based on who you know, like a board member. Staff are not allowed to help residents so residents will be independent. Unauthorized people have wandered in when no one is at front desk.
15. Would like bath tub and stoves in apartments
16. Showers are nice but bath tub would be nice.
17. The staff is very good. Some of the residents are difficult to get along with sometimes.

18. Would be nice to have bath tub. CNAs exemplary in skills but not always providing services according to need. Sometimes they give too much help when help is not needed. Too much gossip between residents.
19. I wish we had more people to help us go on walks. I wish we had more outings to parks. More cooking activities.
20. More salt and seasoning on food. More soda. would be helpful to have someone to talk to weekly about stress
21. Want someone to go on walks with daily, more age specific activities, someone to take us out to get jobs
22. Please be more understanding of people with disabilities, incorporate suggestions, consider small jobs that residents can be involved in
23. Communicate changes with residents
24. Good to have independence but I need some assistance.
25. Thankful for the staff
26. Food portions too large. Good relationships with some staff. Maintenance is too slow.
27. Noise at night needs to be addressed. Housekeeping needs more people.
28. Lighting in dining room and 2nd floor hallway is dark.
29. I like Friedman Place. Sometimes people's families come and we all visit.
30. No frozen food, change menu, bland flavors
31. Activities that include music festivals and concerts. More outings, more variety of activities.
32. I think there should be more workshops and job center programs. There should be a better computer lab. There should be a way for residents to cook on an oven. There should be more resident run activities.
33. Would like more lunch outings, shuffle board, to be able to leave a message for kitchen staff about coming late or not coming for meals. I would like singalongs on Sundays.
34. CNAs are often busy. CVRT is wonderful but there is only one of her. The government decreased the budget and Friedman Place does not have finances and resources available to help residents meet their goals. The kitchen does not have storage and funds necessary to improve quality of the meals. Food is not appetizing, often run out of meal specials.
35. Residents are very nice. Why can't staff provide more transportation? Would like more interns. Would like more weekend activities
36. I wish there are more people to help with organizational skills and technical issues. More audio equipment to make performances and activities easier to hear. More volunteer and visitor on weekends. Free transportation for independent outings
37. An annual refresher course could be held to review existing and new policy changes - Announcements could be given as to when Resident Council meetings will occur, that we can attend - Meals don't meet specific needs of some residents with little options, such as mechanical (ground) food, food allergies, gluten free, or diabetic foods. When special requests are made, the staff is not able to accommodate or offer much assistance. - Safety, there was a recent concern that transient people were found in the facility, that sneaked in overnight. A security guard when there isn't a person at the front desk may be a possible solution.
38. I would like a sexual harassment course, bullying, endorsement. Improvement on new cook. Independence could be mix with a little caring and common courtesy. More counselors and they should be more confidential. Fairness in treatment of residents. Better snacks for the diabetics such as more fruits.
39. I would like to go out on more outings and concerts.
40. I would think they should keep continuing with interns and social workers for residents that wants to talk or need advice about services and other needs.

41. I rather have an in-house doctor come see me rather than go outside to the community. I feel safer if there is a security guard working in the building. Keeping health plan as long as possible. Not to keep changing it.
  42. I feel that we should be trained on computers and what hardware and software is what. I also think there should be onsite opening up of the computers and a feel for what is bad. I feel the security on the internet is bad in the sense of logins. I also feel that we are not updating the computers and giving feedback to other companies. I feel that Alexa sometimes doesn't understand me when I say numbers and/or communicate with it. I do not like the timing because I am using an abacus format which is not suitable for the Alexa. It causes a time-out. WiFi has been terrible. I still have to learn Netflix. We need more testers for products like Microsoft, Jaws and ZoomText. We also need volunteers who know about computers so they can read screens we don't know.
  43. I clean my own room. The new cleaning staff are too quick and very thorough. Safety issue - after front desk leaves, outsiders/strangers come into the building that should not have access to building. Food – sometimes food should be warmer. Sometimes food are server lukewarm. CNAs - does not require services from. I do stuff independently. Activities are recycled. Needs new and different activities.
- 

## PROGRAMS & SERVICES

- Provided over **30,000 days and nights of affordable supportive housing** in the last year and 24/7 assistance and services from nurses, Certified Nursing Assistants, activity staff, social workers, and others.
- Provided approximately **80,000 individual balanced, nutritious meals** in the last year, prepared in our own professional commercial kitchen. Breakfast is served from 6:15am – 9:30am, lunch from 11:00am - 1:30pm, and dinner 4:00pm – 6:15pm. Recent breakfast offerings included pork, chicken, and turkey bacon; eggs; hot and cold cereals; pastries; toast; fruit; yogurt; pancakes; French toast etc. Recent lunch offerings included curried egg salad; fiesta salad; potato crunch fish file; chicken salad; vegetable, spinach leak and white bean, creamy roast eggplant, and tomato soup; Montecristo sandwich; Italian beef sandwich, etc. Recent dinner offerings included chicken tamale casserole; goulash; broccoli shrimp Alfredo, pork fried rice; beef pot pie; and chicken tamale casserole, etc. A wide array of salads, sandwiches, pastas, and pizzas are also available at lunch and dinner.
- Provided **5,700 hours of nursing care** in the last year by both Registered and Licensed Practical Nurses. The majority of nursing care is related to medication administration, monitoring, and instruction and the coordination of healthcare services. The nurses provide services to 100% of residents and provide direct medication administration daily to approximately one-third of them. Nurses fill medication “trays” for most others, about one-half of whom then manage them independently while the others receive daily reminders from the Certified Nursing Assistants.
- Provided **18,600 hours of services by Certified Nursing Assistants** in the last year. These services include assistance with and training on bathing, grooming, dressing, health and wellness activities, medication reminders, supervision, coordination of healthcare services, etc. The Certified Nursing Assistants (CNAs) are the “front line” staff and have the most contact with most

residents. In addition to their direct professional “hands-on” services, the CNAs provide social and emotional support and socialization that is often greatly needed and appreciated.

- Provided **4,500 hours of services by social service staff** in the last year. These services are provided Licensed Clinical Social Workers, Licensed Social Workers, and Rehabilitation Counselors and between two and three Social Work Interns. Services include a wide range of mental health assessments; individual therapy and counseling sessions; case management; and crisis intervention.
- Provided approximately **40 hours of direct psychiatric care** in the last year. These services are provided by a psychiatrist who meets with residents here in the building and included psychiatric assessments, prescription of medications, and medication monitoring, etc. Approximately one-third of the residents are seen by our own psychiatrist and most are seen once every 1-3 months. The initial appointment and assessment are primarily to determine the need for medication and follow-up appointments to monitor their effectiveness. The psychiatrist is also available to staff for consultation on issues related to resident’s medication or mental health needs as needed. Social Workers also provide ongoing counseling and crisis intervention, when needed.
- Provided over **55 hours of direct podiatric care** in the last year, mostly to residents with diabetes. These services are provided by a podiatrist who meets with residents here in the building. Given the very high incidence of diabetes among Friedman Place residents – which can result in significant and even life-threatening problems in the extremities – regular podiatric care is extremely important. Diabetic residents are at extremely high risk of infections to the feet which can worsen to the point of requiring amputation. The podiatrist trims nails, performs minor surgery, addresses foot infections, prescribes therapeutic shoes, etc.
- Provided over **100 hours of services from an internist** in the last year. These services are provided by a physician who meets with residents here in the building. The internist – who has admitting privileges at a local hospital – provides services as varied as performing physical examinations, treating minor ailments, to overseeing complex chronic and acute medical disorders.
- Provided over **1,200 hours of training from a Certified Vision Rehabilitation Therapist** in the last year. These services are provided to residents so they can better and more independently navigate both the building and neighborhood.
- Provided over **80,000 hours of service by all 70 of our employees.**
- Provided approximately **50 hours of dental services** in the last year. Services are provided by a dentist who meets with residents here in the building and services include examinations and treatment.
- Provided over **25 hours of ophthalmological services** in the last year. These services are provided by an ophthalmologist who meets with residents here in the building.
- Provided **2,500 hours of activities in the last year.** The most popular activities were weaving, outside activities (e.g., concerts, theater, etc.), music, shopping, Uno, Bingo, and social hour.

Other activities included bowling, reminiscing, religious services, creative writing, advocacy group, movies, musical history, etc.

- 90% of residents took part in at least one activity per week
- 65% of residents took part in at least two activities per week
- 55% of residents took part in at least three activities per week

- Provided nearly **2,100 hours of Therapeutic Weaving** to a total of 29 residents (35%)
- Had an **occupancy rate in the last year of 99%** (i.e., all apartments occupied 99% of the time).
  - According to the National Investment Center for the Senior Housing & Care Industry, the occupancy rate for independent living properties and assisted living properties averaged 90.5% and 89.0%. Friedman Place's higher occupancy rate is a sign of the tremendous need that exists for the specialized services that we provide.

- **THERE IS A GREAT NEED FOR THE AGENCY'S SERVICES**

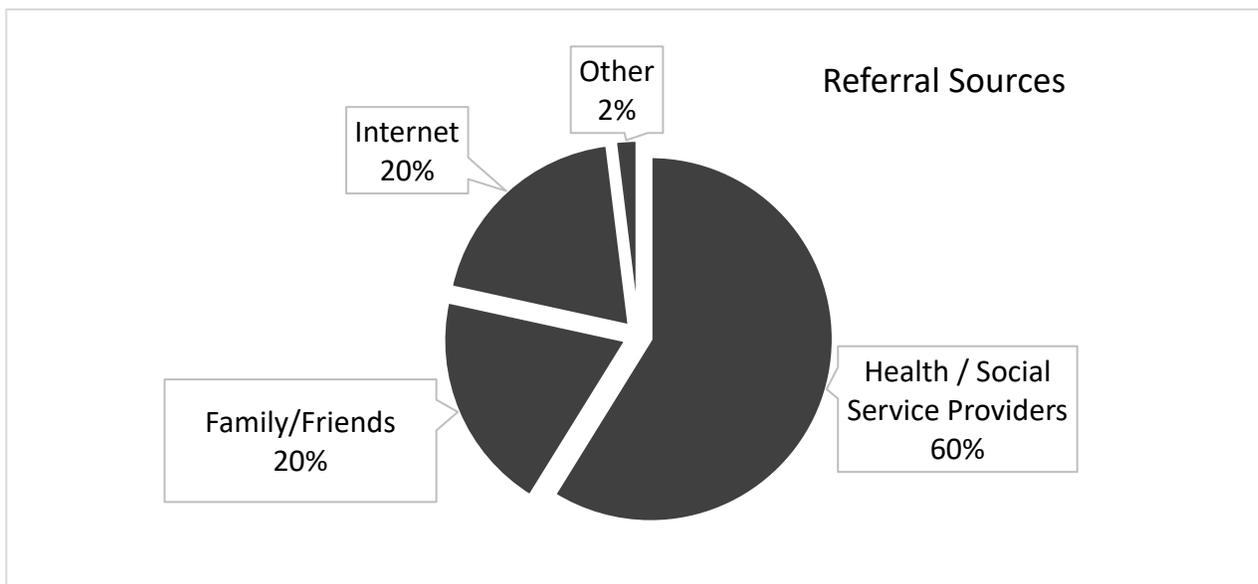
- Approximately 5 people apply each month and several more request information without actually applying. Of those who apply, approximately 25% ended up on the waiting list and 20% actually moved in. People are put on the Waiting List only when their applications are fully processed and they are deemed eligible.
- There is always a waiting list and a new resident typically moves in within 1-3 weeks of an apartment becoming available; a new resident generally moves in as soon as we have cleaned and painted a vacant apartment.
- Approximately 60 people applied for services. Of those, approximately 25% were placed on the Waiting List and as of December 2017 all but three had moved in (with three still on the waiting list). The rest withdrew their applications or were declined.
- The application process can vary between 2 – 10 months, usually depending on how long it takes for all the medical records to be received and an opening becomes available.

- **APPLICATIONS ARE "CLOSED" FOR A WIDE VARIETY OF REASONS**

- Applications are closed most commonly because the individual requires a higher level of care, such as a nursing home (~40%) or staff were unable to contact them to complete the process (~20%). Of those with whom we lost contact, we believe that many of these applicants needed services much more quickly than could be provided and moved to a less suitable location such as with family, a nursing home, or possibly homelessness.

- **APPLICANTS HEAR ABOUT FRIEDMAN PLACE MOSTLY FROM OTHER PROVIDERS**

- Approximately 60% of applicants (or their family/friends) first heard about Friedman Place from other social service or healthcare providers.
- Approximately 20% of applicants (or their family/friends) first heard about Friedman Place from family or friends (many of whom in the community of persons who are blind)
- Approximately 20% of applicants (or their family/friends) heard about Friedman Place from the internet.



## FRIEDMAN PLACE PROGRAM DESCRIPTIONS AND GOALS

### NURSING

Description: The Nursing Program consists of the work of licensed practical and registered nurses. Primary services include: Medication administration and management; Initial, annual, and quarterly assessments and service plans; Coordination with the pharmacy and physicians; Health monitoring & education; and serving as key contacts for in-house podiatrist, psychiatrist, optometrist, and primary care physician. Since Nursing works very closely with the Certified Nursing Assistants these programs are sometimes combined for easier discussion and consideration.

#### Overall Outcomes:

- Optimal health, wellness, and safety
- Opportunity for learning and increased independence

### CERTIFIED NURSING ASSISTANTS (CNAs)

CNAs provide a wide range of personal care. There are typically 2-4 CNAs on duty and they work 24/7. Primary services include: Assistance with Activities of Daily Living (ADLs) such as bathing, dressing, grooming, laundry; Reminding resident to take medications; Coordination of medical appointments and arranging/providing transportation, as needed; Light housekeeping; and general monitoring of residents. Since the Certified Nursing Assistants work very closely with Nursing, these programs are sometimes combined for easier discussion and consideration.

#### Overall Outcomes:

- Optimal health, wellness, and safety
- Opportunity for learning and increased independence

## **SOCIAL SERVICES**

Social Workers provide a wide range of clinical and case management services. Primary services include: Case management (e.g., assistance with obtaining and maintaining public entitlements, finding social/recreational/educational, vocational resources in the community, etc.); Individual and group counseling (e.g., issues related to relationships, adjustment to blindness, goal-setting, emotional issues, etc.); Managing the admission process from responding to inquiries, providing tours, completing assessments, etc.

### Overall Outcomes:

- Decrease in symptoms from mental health and/or emotional challenges
- Opportunity for learning and increased independence
- Increased participation in counseling and psychiatric services when needed
- Engagement with the broader community, including educational, social, vocational, and recreational activities
- Obtain and maintain public entitlements
- Process comprehensive applications in a timely manner and maintain a Waiting List

## **ANNEX LIVING PROGRAM**

Located in a 3-bedroom apartment in the Annex building, the Program provides affordable housing and various case management services intended to assist Residents who live there to learn independent living skills. None of the primary services provided in the Supportive Living Program located in the main building like nursing, certified nursing assistants, housekeeping, meals, etc. are available to residents in this program. All residents are blind or visually impaired and have a low income.

## **DAVID HERMAN LEARNING CENTER**

The David Herman Learning Center (DHLC) is based at Friedman Place but its activities extend to multiple locations, and formats, both inside and outside of the Agency. The three DHLC areas of focus include: Technology and Adaptive Devices; Education and the Therapeutic Arts; and Entrepreneurial and Vocational Accomplishments. Additionally, many professionals not associated with Friedman Place received training on a wide variety of issues.

### Overall Outcomes:

- empower residents and others who are blind or visually impaired to develop their learning and technology skills to their greatest desire and capacity
- Provide learning opportunities to increase engagement with the world and decrease feelings of isolation among residents

The following programs have a variety of goals and outcomes that typically change more frequently and thus are not listed here. Many of the goals are related to resident satisfaction, number of activities provided, quality and consistency, etc.

## **ACTIVITIES**

The Activities Department provides a range of activities both within and outside of the building. Friedman Place provides much more activities than are required by the State regulations and nearly all residents take part in some activities over the course of a year. Primary services include: In -building activities like exercise classes, music events, arts & crafts, crosswords, reading of the newspaper, poetry, computer training, adaptive technology, etc.; Out-of–building activities like bowling, concerts, plays, etc.; Recruiting, orienting, and managing volunteers; Managing the “independent outing” activities which allow residents to go on activities outside the building on their own, with \$25 of the cost paid by the agency; Weaving activities; Coordination of Braille and large-print menus and activity calendars and the phone “activities hotline”

## **KITCHEN / DINING SERVICES**

The kitchen serves three meals per day plus an evening snack. Menus are posted in advance and orders are taken a day in advance. Last year the kitchen served over 75,000 individual meals. State regulations require that the meals be prepared on-site by agency employees. Primary services include: 3 meals per day plus evening snack; Meals & snacks for special events (e.g., board meetings, resident dinners/parties with family, various in-building activities, etc.).

## **HOUSEKEEPING / MAINTENANCE**

Housekeepers and maintenance staff work very closely with one another, including maintenance staff doing cleaning when needed or a Housekeeper is on vacation. Primary services include: cleaning each apartment weekly; cleaning common areas several times per week; general maintenance and repairs (including preparing apartments prior to move-in)

## **ADMINISTRATION**

While administrative staff often supports activities of other departments, primary services include: Financial management; Human resources; Front desk staffing; Billing to the state & insurers; Quality assurance (both clinical and non-clinical); Resident lease management; Staff training; etc.

## **DEVELOPMENT**

Development & Communications encompasses the preparation of foundation and corporation grant proposals and progress reports, individual appeals, newsletters, special events, and related activities that affect the “face” or brand of the agency. Primary services include: Preparation of foundation & corporate grants & reports; Individual appeals; Newsletters/publications; Major gifts; Events; etc.

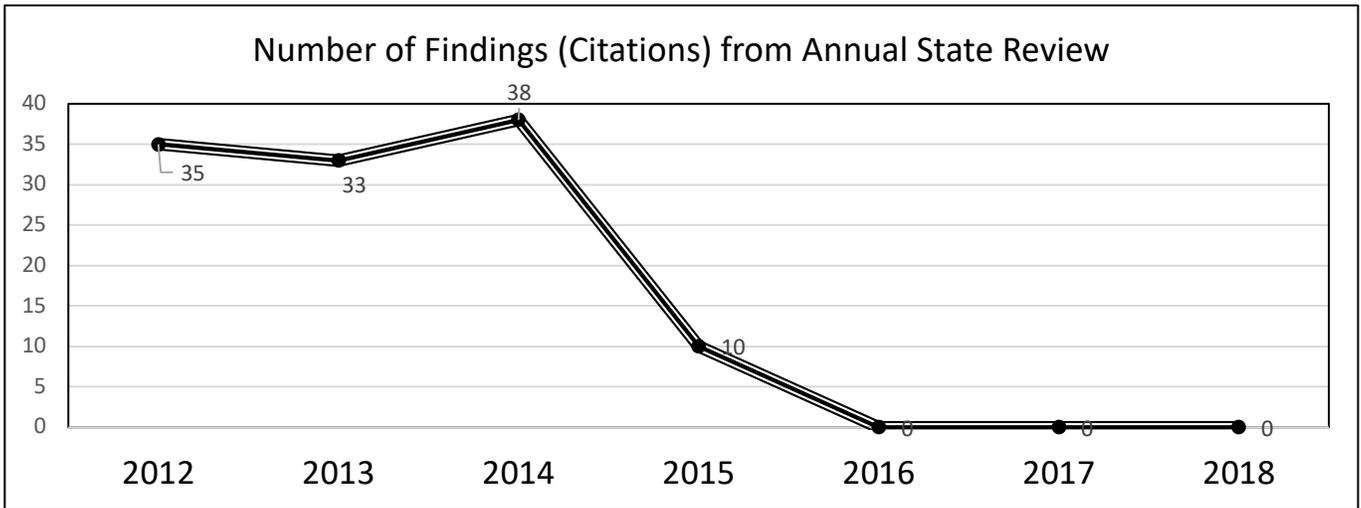
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## QUALITY MEASURES

- **THE ANNUAL REVIEW CONDUCTED BY THE STATE OF ILLINOIS RESULTED IN A PERFECT 100% SCORE.**

Friedman Place is licensed as a Supportive Living Program by the State of Illinois and must adhere to wide range of policies and procedures. An annual review conducted by the State involves 3-5 nurses performing an on-site review of records and interviews with staff and residents.

YEAR	RESULTS
<b>2019</b>	<ul style="list-style-type: none"> <li>• Still awaiting results when this report was published</li> </ul>
<b>2018</b>	<ul style="list-style-type: none"> <li>• No findings by the state reviewers – a perfect 100% score</li> </ul>
<b>2017</b>	<ul style="list-style-type: none"> <li>• No findings by the state reviewers – a perfect 100% score</li> </ul>
<b>2016</b>	<ul style="list-style-type: none"> <li>• No findings by the state reviewers – a perfect 100% score</li> </ul>
<b>2015</b>	<ul style="list-style-type: none"> <li>• 10 findings by the state reviewers</li> <li>• 45% for employee background checks not having been completed on time</li> <li>• 26% for medications not being properly documented</li> <li>• 3% for TB testing of employee not having been completed on time</li> <li>• 13% for assessments not being properly completed on time</li> <li>• 13% for service plans not having been completed on time</li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>• 38 findings by the state reviewers</li> <li>• 70% for employee background checks not having been completed on time</li> <li>• 30% for TB testing of employee not having been completed on time</li> </ul>
<b>2013</b>	<ul style="list-style-type: none"> <li>• 33 findings by the state reviewers</li> <li>• 15% for lack of the state’s pre-certifying assessment of residents</li> <li>• 18% for employee and resident background checks not having been completed on time</li> <li>• 24% for assessments not being properly completed on time</li> <li>• 9% for service plans not having been completed on time</li> <li>• 33% for incomplete quality assurance and emergency contingency plans</li> </ul>
<b>2012</b>	<ul style="list-style-type: none"> <li>• 35 findings by the state reviewers</li> <li>• 9% for TB testing of employees not having been completed on time</li> <li>• 80% for service plans not having been completed on time</li> <li>• 9% for assessments not being properly completed on time</li> <li>• 3% for not having emergency drills documented properly</li> </ul>



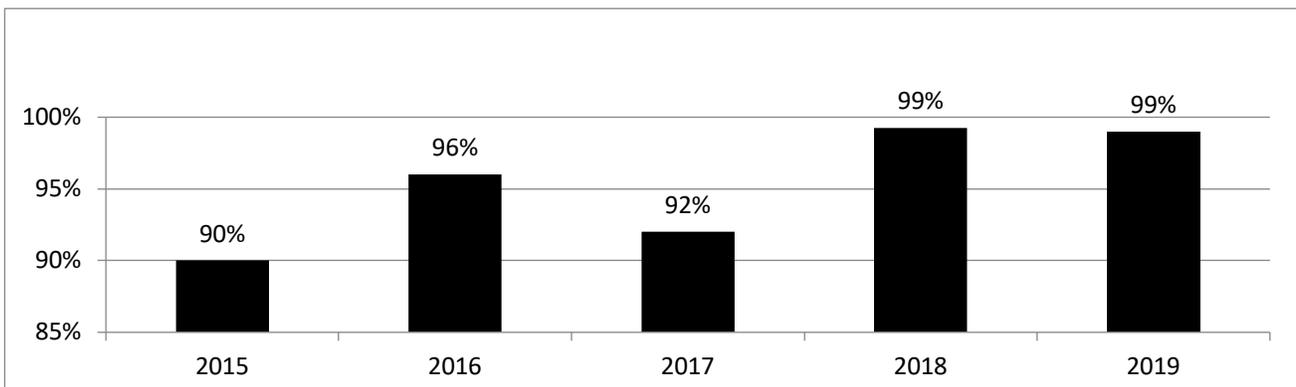
- **THE AGENCY HAS A ROBUST AND COMPREHENSIVE QUALITY ASSURANCE PROGRAM IN ORDER TO SUPPORT AND MAINTAIN VERY HIGH-QUALITY SERVICES**

- A sample of resident files are reviewed on a monthly basis and all at least once annually.

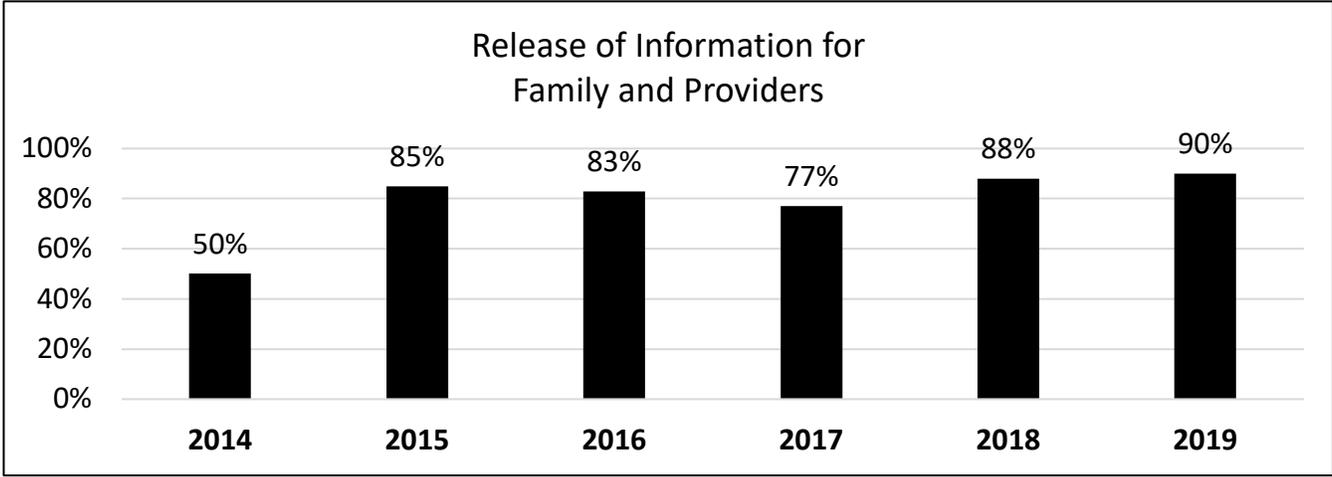
**Assessments & Service Plans:** Nurses complete Resident Assessments/Service Plans Quarterly. Assessments are comprehensive instruments that consider a broad range of physical and psychological health and functioning, including health conditions; cognition; vision; communication; mood and behavior; physical functioning; nutrition; activities; treatments, etc. Service Plans detail needs, interventions, and goals.

Note that the agency’s own expectations are higher than those of the State of Illinois, so while not being on time is a problem in the agency’s view, it may not be by the State of Illinois.

**Care Plan Compliance – “To-do’s”:** Certified Nursing Assistants provide a wide range of services to residents that are identified in the Assessments and outlined in the Service Plans. Services such as medication reminders, laundry and personal grooming assistance, taking of vital signs, etc. are documented in electronic healthcare records to assure completion.

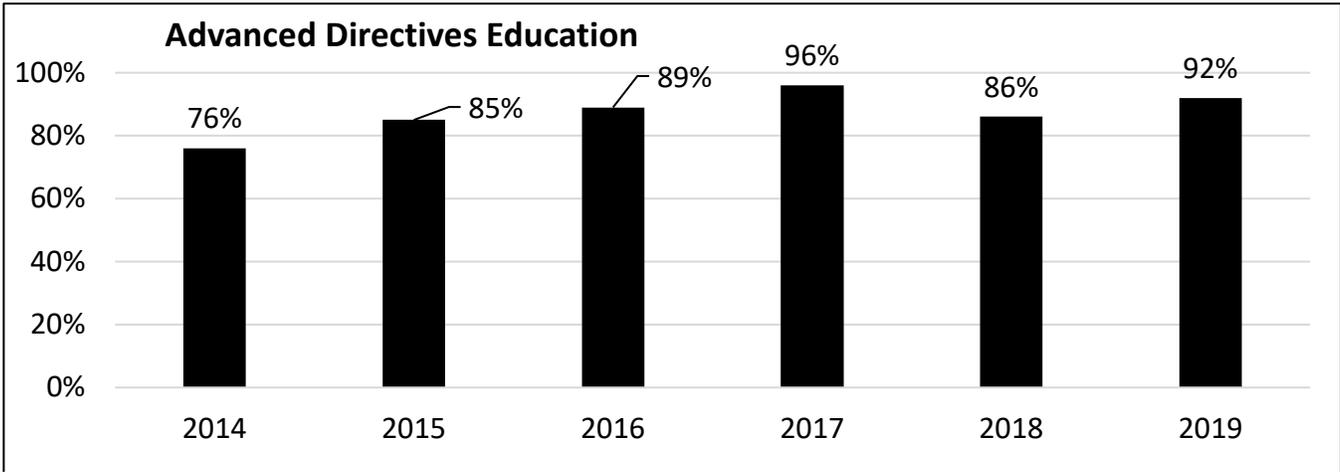


**Authorization for Release of Information:** In order to support the autonomy and independence of Nurses and Social Workers complete Release of Information forms annually with residents so we can coordinate care with doctors, family and other providers. The lack of a release does *not* indicate that any information was properly released, only that the Agency did not proactively get the release forms signed well in advance in order to improve efficiency.



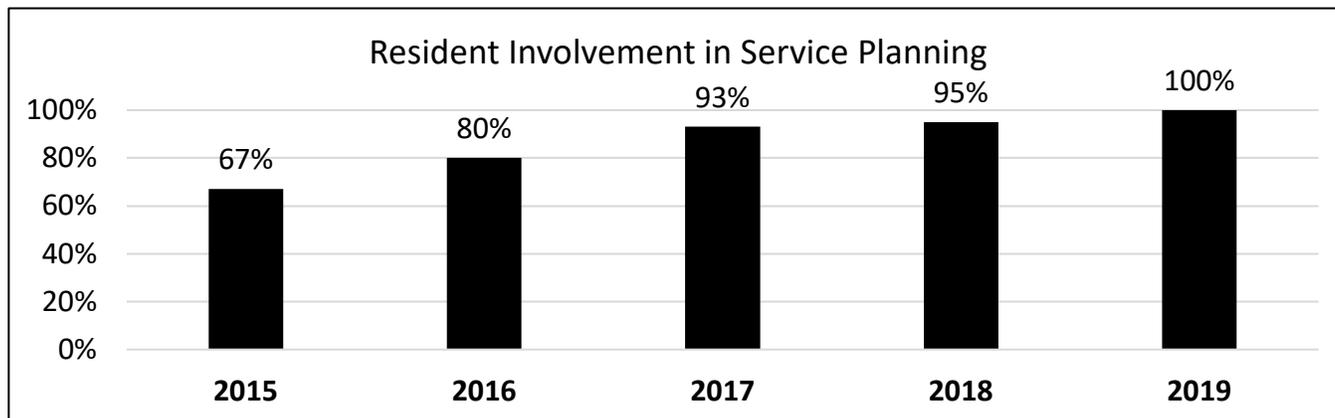
For 2019, Release Forms were completed 90% of the time.

**Advanced Directives:** Nurses and Social Workers provide annual education on advance directives, including the Durable Power of Attorney for Health Care, Statement of Illinois Law on Advance Directives, Living Will, Declaration for Mental Health Treatment, and Do Not Resuscitate Directive.



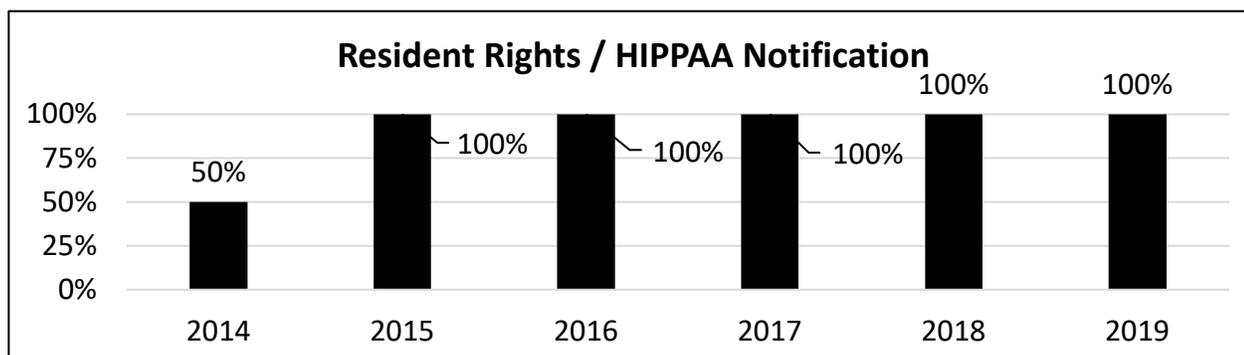
For 2019, Advanced Directives Education was provided on time 92% (up from 86% in the prior year).

**Resident Involvement in Service Planning:** Residents and Nurses review Service Plans on a quarterly basis. Nurses document resident involvement in service planning in Quarterly Evaluations.



For 2019, resident involvement in planning was conducted 100% of the time).

**Rights Notifications:** There are a variety of notifications provided to residents annually. These include Health Insurance Portability and Accountability Act (HIPAA) and Privacy Policy and Resident Rights.



For 2019, Resident Rights / HIPAA Notification was provided 100% of the time (as it was in the last several year, although in the year of 2014 it was only provided 50% of the time).

**Professional Training**

At minimum, staff are required to complete orientation and annual training that covers resident rights; infection control; crisis intervention; prevention and notification of abuse, neglect and financial exploitation; behavioral intervention; tuberculosis identification, prevention, control and reporting; and encouraging independence. Additional trainings offered:

- Coping Skills: A Healthy Means to Continue Moving Forward
- The Unfinished Conversations: Talking About End of Life
- Conflict Resolution and Management
- Graying of the Rainbow: Best Practices for Creating Safety and Inclusion for LGBT Older Adults

- Moving Forward: Understand Adjusting to Life without Sight
  - Moving with Change: Embodying and Experiencing Grief and Loss
  - Sexual Harassment in the Workplace
  - HIPAA Privacy Rule
  - Promoting Interdependence
  - Tuberculosis Basics
  - Person Centered Planning
  - Individual Support Plans
  - Resident Rights
  - Abuse & Neglect
  - Emergency Contingency Plan
  - Sighted Guide: Orientation and Mobility
  - Infection Control
- 
- **53% OF OUR STAFF IS TRAINED IN CPR & FIRST AID, INCLUDING ALL NURSES, CERTIFIED NURSING ASSISTANTS, DINING SERVICES STAFF, AND ACTIVITY DEPARTMENT STAFF.**
- 
- **THROUGH THE DAVID HERMAN LEARNING CENTER AN ADDITIONAL 50 PROFESSIONALS NOT FROM FRIEDMAN PLACE RECEIVED TRAINING ON A WIDE ARRAY OF TOPICS.**

## GOALS AND OUTCOMES

- **THE AGENCY HAS ACCOMPLISHED A WIDE RANGE OF GOALS AND OBJECTIVES**
  - Note: Some of these objectives were done as part of grants that covered a portion of the prior year, but all included all or a portion of 2019. The language and formatting varies depending on funder requirements.

### Progress toward Objectives

Objective	Progress
Maintain mental health care services that will foster independence, reduce feelings of isolation, increase the quality of life for our older residents by decreasing symptoms from mental health or emotional challenges.	<b>Fully Accomplished</b>
80% of residents will feel they are better able to cope with stress and other concerns due to the mental health services at Friedman Place.	<b>Fully Accomplished - 94%</b>

85% of residents displaying low levels of emotional distress	Fully Accomplished – 88%
Provide at least 40 hours of overall psychiatric services to at least 25 individual residents.	<b>Fully Accomplished</b> – 45 hours to 30 individuals
Provide at least 1000 hours of therapy / counseling to at least 60 individual residents	<b>Fully Accomplished</b> – 1,260

- **Goal 1: Increase and sustain the mobility skills of Friedman Place residents. Exceeded.**
  - 100% of new residents received an assessment within two weeks of arrival at Friedman Place by the CVRT. **Achieved.**
  - 100% of new residents will received a minimum of up to 2 hours of CVRT rehabilitation within three weeks of admission. **Achieved.**
  - On-going follow-up to address problems and determine goals for improving basic orientation and mobility skills and learning new adaptive techniques. **Achieved.**
  - Provide at least 1,000 hours of services to new and current residents from a Certified Vision Rehabilitation Therapist. **Achieved and exceeded.** Provided 1,200 hours.
  
- **Goal 2: Increase and sustain the independence, participation, and safety of Friedman Place residents. Exceeded.**
  - 100% of residents who need assistance in mastering activities of daily living, orientation and mobility skills, use of adaptive technology, etc. have an individualized Service Plan. **Achieved.**
  - Ensure activities of daily living and adaptive technology training and support by is consistently provided by CVRT, nursing, social work, and certified nursing assistant staff. **Achieved.**
  - 100% of Friedman Place residents are able to negotiate their apartments without assistance. **Achieved.**
  - 80% of residents will demonstrate ability to navigate the facility without assistance. **Achieved and exceeded.** Over 90% of residents can navigate without assistance.
  - 90% of residents will be satisfied with the quality of the rehabilitation training received from the CVRT. **Achieved and exceeded.** 100% of residents were satisfied.
  
- **Goal 3: Reinforce organizational capacity to support residents’ mobility skills and independence. Achieved.**
  - Set vision rehabilitation goals that are integrated into individualized treatment plans for residents who need assistance in mastering skills. **Achieved.**
  - Provide all staff with training on basic mobility skills and vision rehabilitation principles at least one time per year. **Achieved.**
  - 90% of staff will report increased knowledge of strategies to address residents’ mobility challenges following trainings. **Achieved.**

**Highlight Major Goals, how were these goals met, and methods used to measure the goals.**

- Outcome: Maintain the number of participants. What we measured: # of residents who have lived at Friedman Place for the year.  
Goal: 100, Result: 102.

- Outcome: Maintain a high occupancy rate. What we measured: % of vacancies filled:  
Goal: 96%, Result: 98%.
- Outcome: Residents will agree that their apartment is homelike. What we measured: % of residents will report that their apartment is homelike or very homelike when surveyed.  
Goal: 95%, Result: 98%.
- Outcome: Residents will agree or that they have opportunities to give input to activities and outings. What was measured: % of residents that agree or strongly agree that they have the opportunity to give input into what type of activity or outing they would like available when surveyed.  
Goal: 90%, Result: 87%
- Outcome: Residents agree that the health services available addresses their needs. What was measured: % of residents that agree or strongly agree that the health services meet their needs when surveyed.  
Goal: 90%, Result: 92%.
- Outcome: Residents will agree that they have an opportunity to express concerns. What was measured: % of residents who agree or strongly agree that that they have an opportunity to express concerns.  
Goals 85%, Result: 86%

Objective	Progress	Comments
<b>1. Enable 85 blind and visually impaired residents of Friedman Place to receive dental care and education.</b>	<b>Exceeded</b>	102 residents have received dental care and education and due to the normal turnover among residents to exceed the goal by the end of the grant period.
<b>2. Encourage and support dental hygiene among our residents by providing quarterly group and one-on-one education on topics of oral hygiene basics and preventative dental care.</b>	<b>Fully Achieved</b>	This education and support is provided primarily by nursing and certified nurse assistant staff and is provided to all residents, although certain residents (e.g., poor dental habits, gum / tooth disease, etc.) get extra attention.
<b>3. Provide 320 oral hygiene supply kits.</b>	<b>Fully Achieved</b>	The kits are, once again, extremely appreciated by residents and permit the staff a timely opportunity to revisit and re-educate issues related to preventative dental care.
<b>4. Provide 4 hours or more of educational training for each member of the healthcare staff in</b>	<b>Fully Achieved</b>	Four hours of direct training was provided by a dental hygienist with over

<b>best practices of dental care, the latest oral hygiene products, and how to educate and train blind and visually impaired adults in topics of oral hygiene basics.</b>		25 years of experience, most of that focused on serving an elderly and/or disabled population.
<b>5. 125 dental exams, cleanings, and/or other procedures will be provided.</b>	<b>Exceeded</b>	We have provided 170 exams during this reporting period.

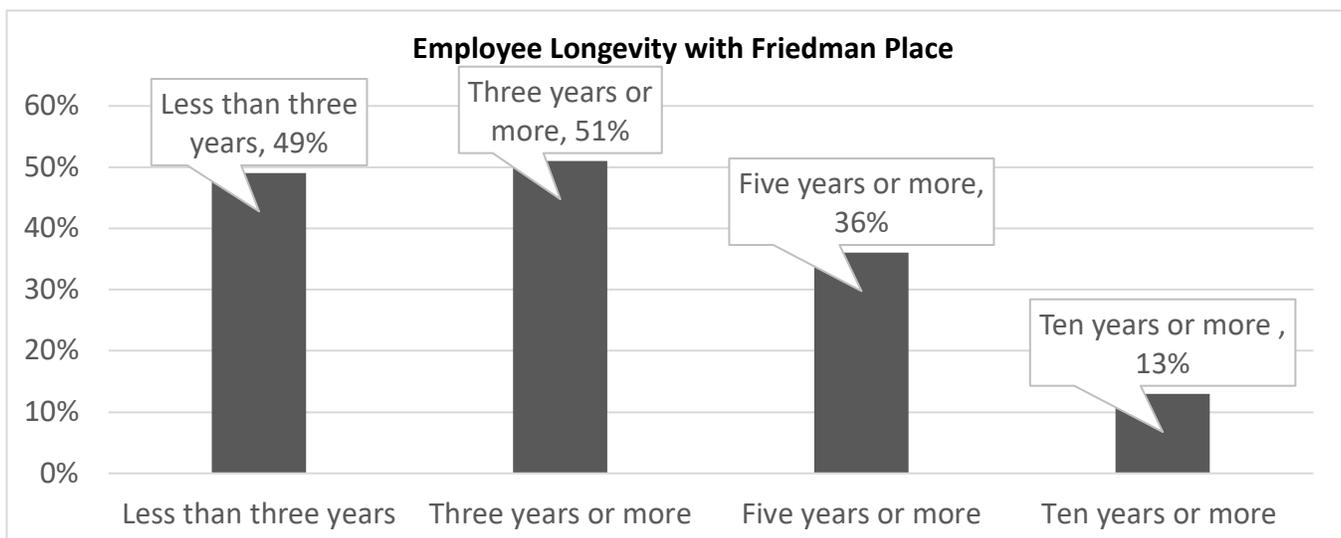
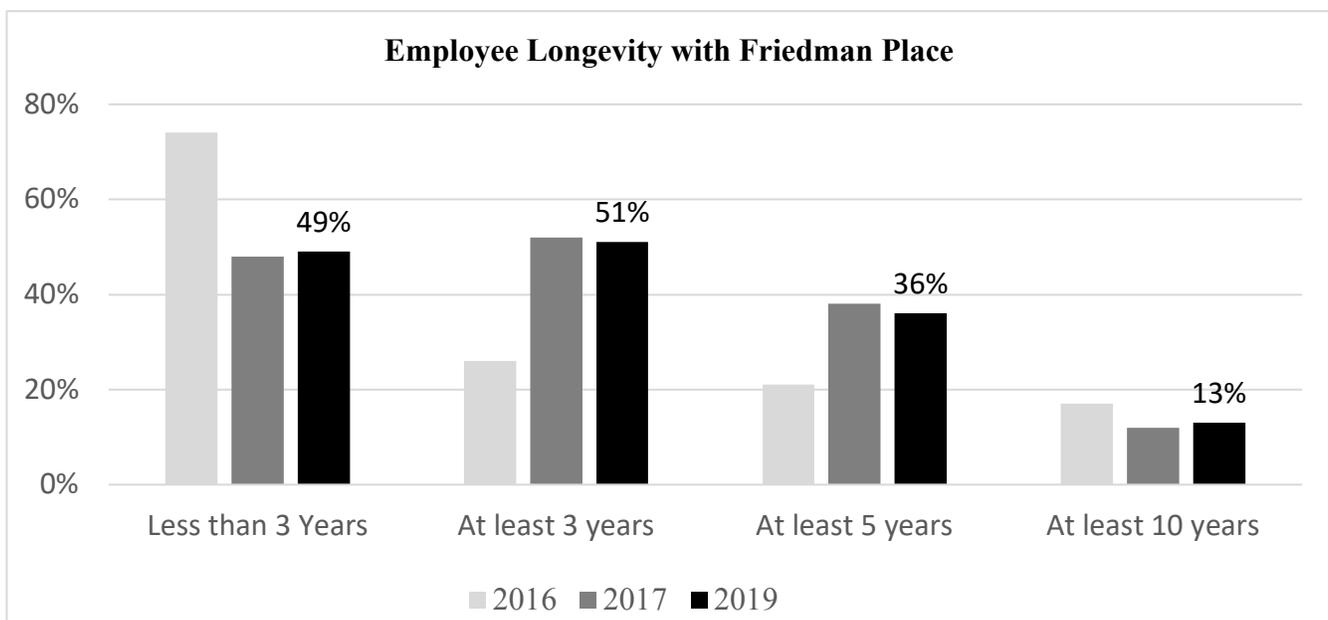
- Outcome: 150 individuals will be served: **Accomplished** - 160 people were served
- Outcome: 5,800 hours of services will be provided. **ACCOMPLISHED and Exceeded** (this includes the 200 hours of training below)
- Outcome: 85% of resident service plan goals (aggregate) will be fully or partially accomplished over the course of each year: **Accomplished and exceeded** at 98%
- Outcome: At least 90% of residents will give one of the two highest scores on the Annual Satisfaction Survey to the item "Health services available at Friedman Place address my needs". **Accomplished and exceeded** at 100%
- Outcome: At least 50% of the residents will receive adaptive technology training **Accomplished and exceeded** at 52%
- Outcome: At least 700 hours of adaptive technology training will be provided. **Accomplished and exceeded** 781 hours were provided
- Outcome: 100% of new residents will receive a comprehensive rehabilitation assessment within two weeks of arrival at Friedman Place. **Fully achieved** at 100%
- Outcome: 100% of new residents will receive a minimum of 4 hours of rehabilitation services within three weeks of admission. **Fully Achieved** at 100%
- Outcome: 100% of residents who need assistance in mastering activities of daily living, orientation and mobility skills, use of adaptive technology, etc. will have an individualized Service Plan objective addressing that area or areas. **Fully Achieved** 100%
- Outcome: 100% of Friedman Place residents will be able to negotiate their apartments without assistance. . **Fully Achieved 100%**
- 
- Outcome: 80% of residents will demonstrate the ability to navigate the facility without assistance. **Fully Achieved and exceeded** at 96%
- Outcome: Provide all staff with at least 200 hours of training on principles and practices of rehabilitation of people who are blind or visually impaired. **Achieved** – also included in hours of service

- Outcome: 90% of staff will report increased knowledge of strategies to address residents' mobility challenges following training. – ‘learning 85%’ -Fully Achieved and exceeded at 92%

## EMPLOYEES & VOLUNTEERS

- **FRIEDMAN PLACE'S 70 EMPLOYEES TEND TO REMAIN WITH THE AGENCY, PROVIDING A SKILLED AND STABLE WORKFORCE**

- Over one-half of the employees have worked for the agency for at least 3 years.
- Over one-third of the employees have worked for the agency for at least 5 years
- 13% of the employees have worked for the agency for more than 10 years, with almost 10% having worked for the agency over 15 years.

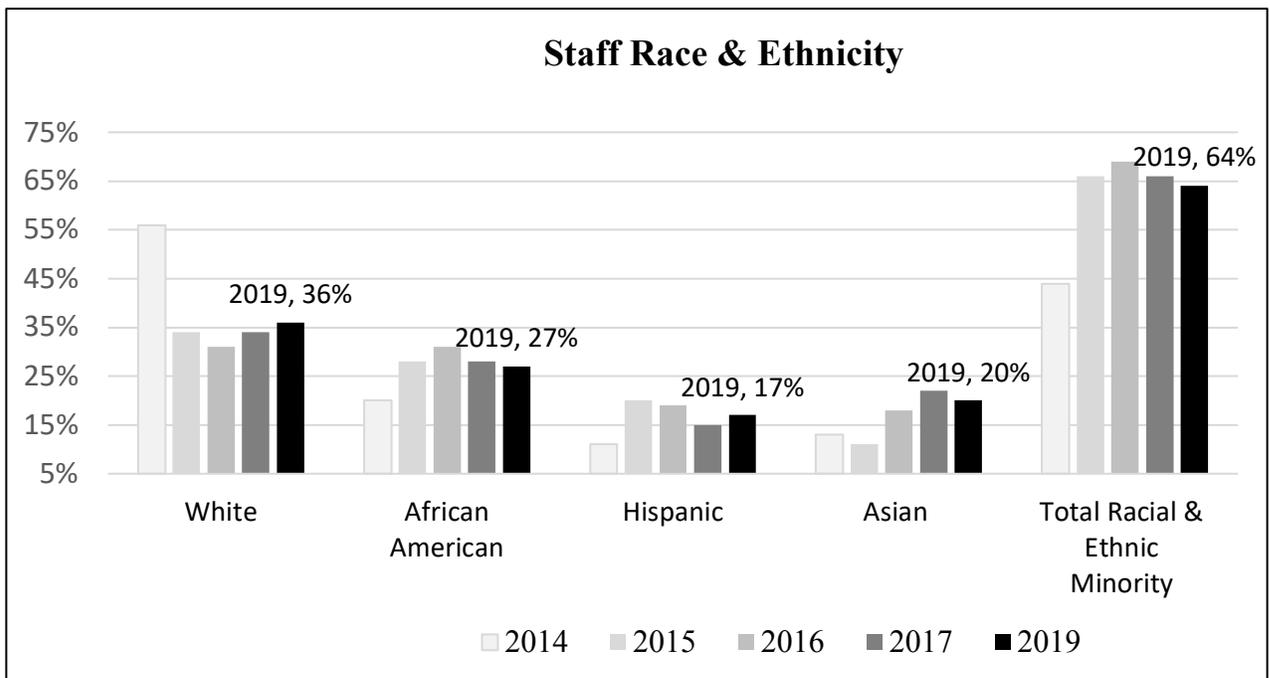


- **VERY FEW EMPLOYEES LEFT THE AGENCY THIS YEAR AND FAR LESS THAN MANY OTHER LOCAL NONPROFITS**

- The Retention Rate measures the percentage of employees who remained with the agency (did not leave, for any reason) in the last year. Eighty-one percent of employees remained with the agency, which is much higher than commonly found in the nonprofit sector.

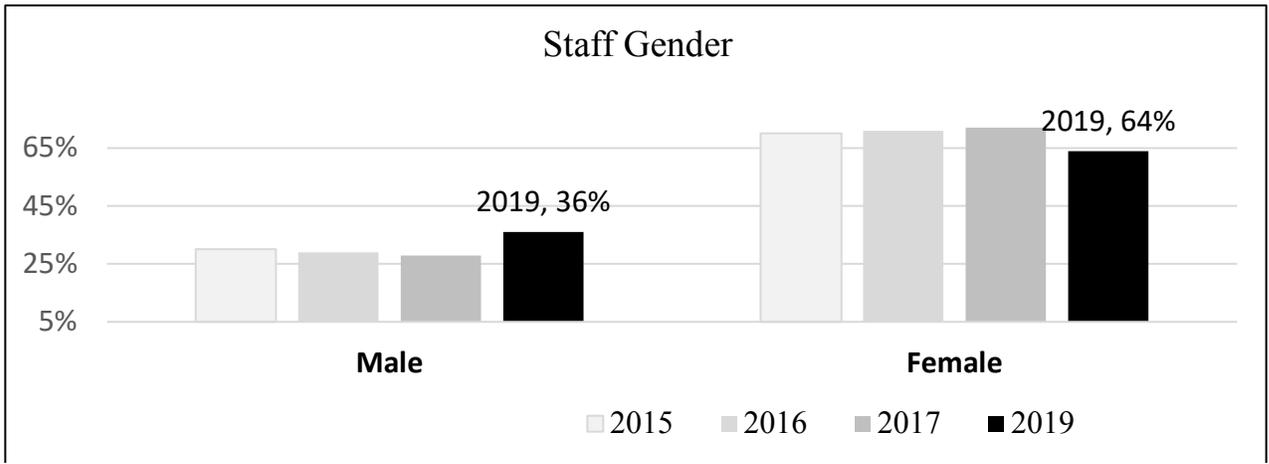
- **FRIEDMAN PLACE'S 70 EMPLOYEES ARE ETHNICALLY DIVERSE**

- 20% Asian
- 17% Hispanic
- 27% Black
- 36% White
- The percent of staff who are racial and ethnic minorities has risen significantly in recent years; in 2014 the percent was 44% and in 2019 it was 64%



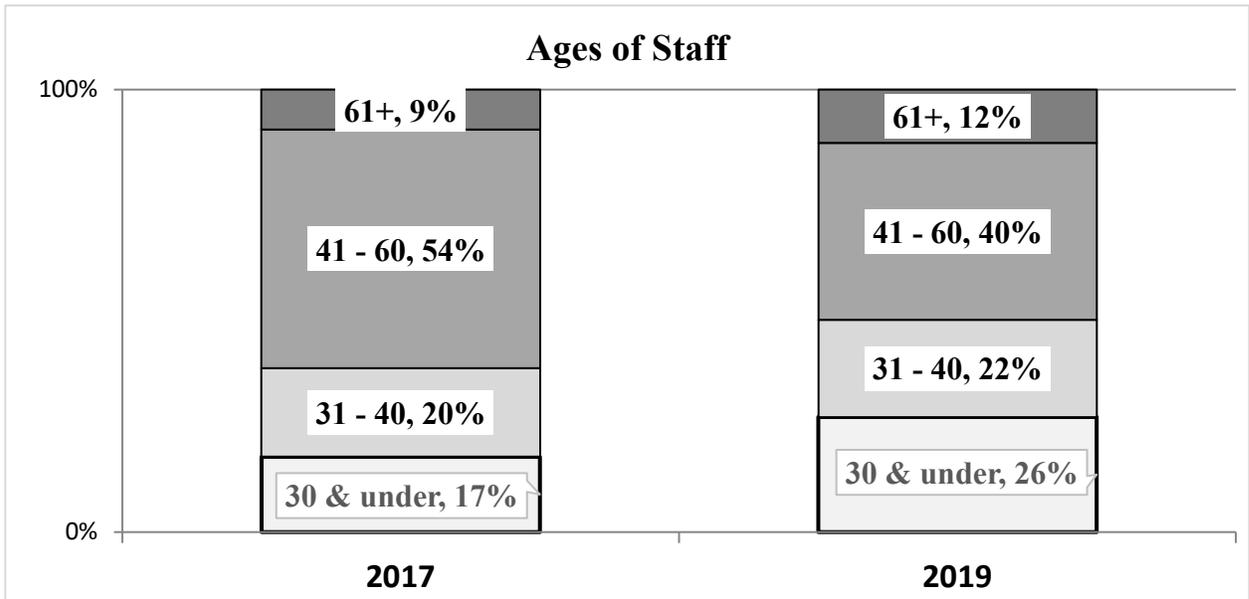
- **MOST EMPLOYEES ARE FEMALE**

- 64% Female
- 36% Male
- The ratio of male and female employees has remained essentially the same as in the previous year.



**• FRIEDMAN PLACE'S 65 EMPLOYEES SPAN A WIDE AGE RANGE**

- 12% ages 61 or over
- 40% ages 41 – 60
- 22% ages 31- 40
- 26% ages 30 or under
- In the last two years there has been a significant increase in employees age 30 and younger and a significant decrease in those ages 41 - 60.



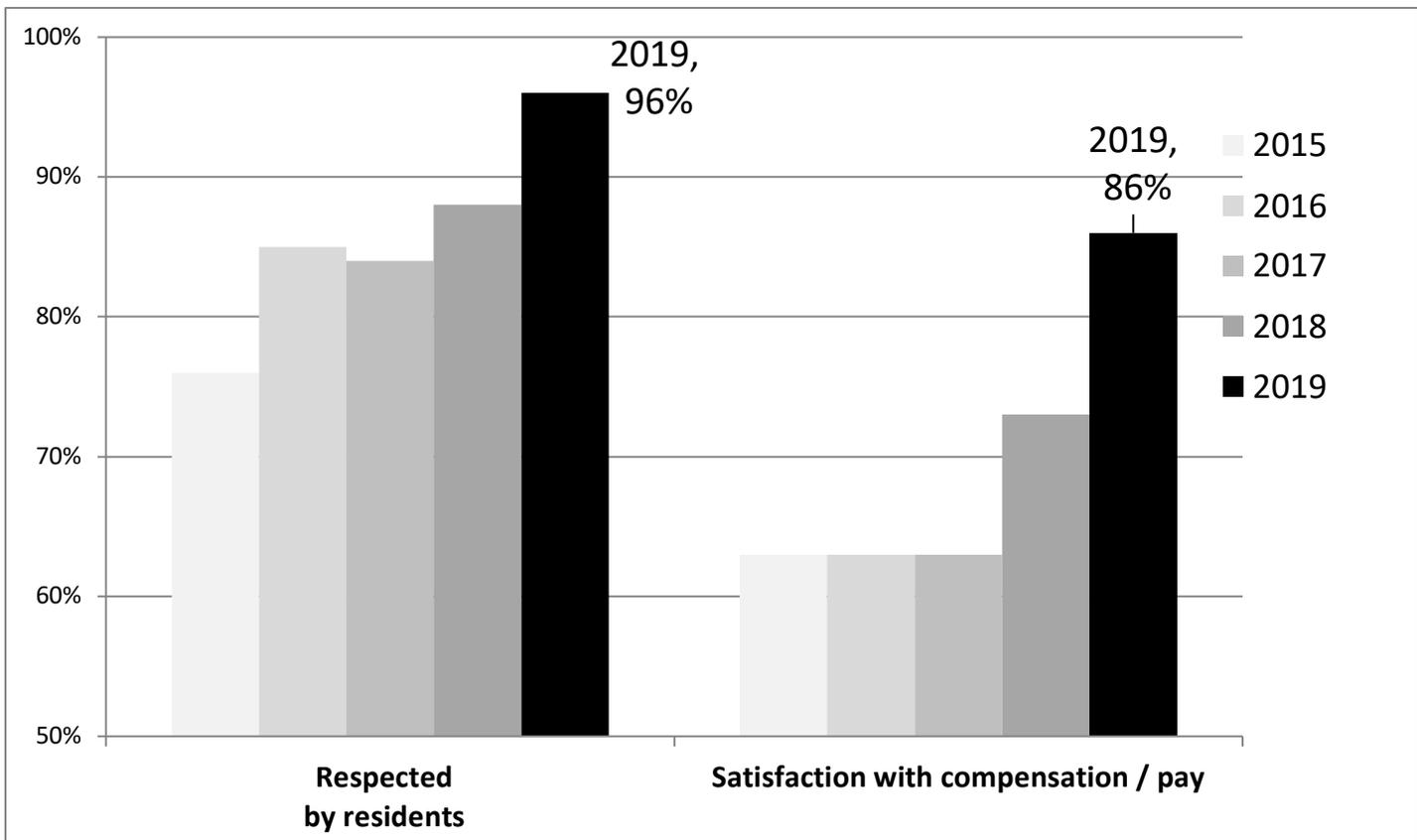
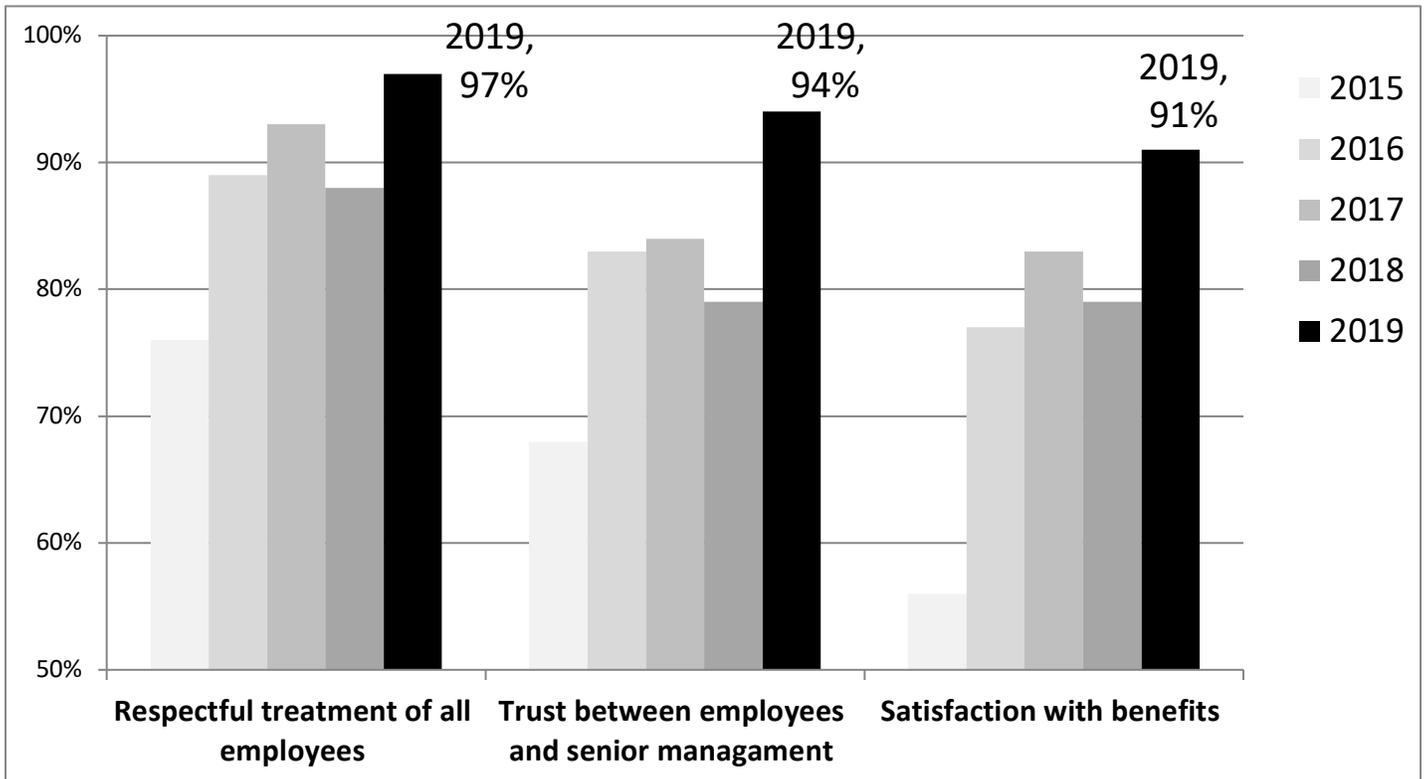
# Friedman Place

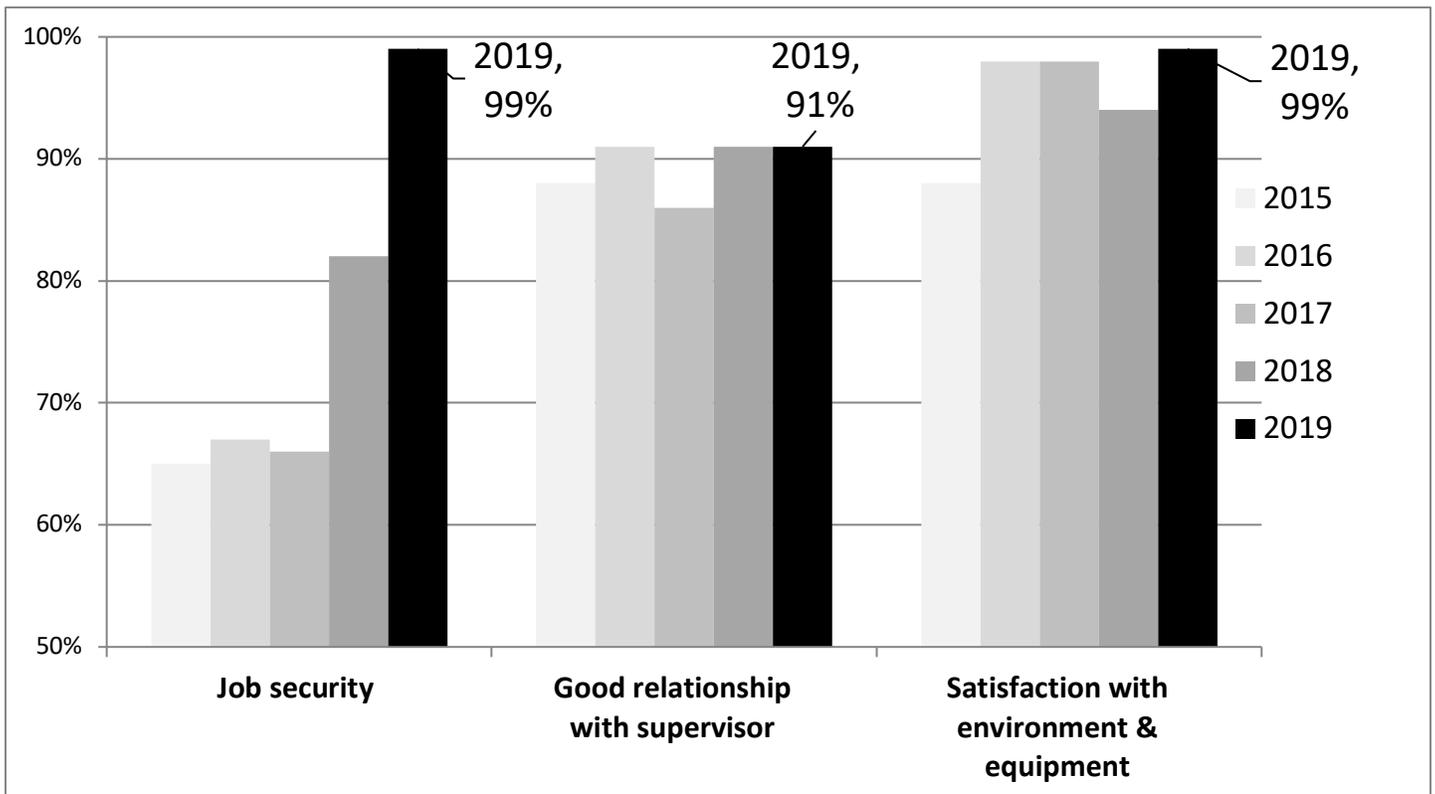
## 2019 Employee Satisfaction Survey

In December of 2019, 71% of employees responded anonymously to a satisfaction survey. All questions offered five possible answers from best to worst on a Likert scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied, or Very dissatisfied.

- **99%** of employees are satisfied or very satisfied with how secure they feel in their job (i.e., that it is not at risk)
- **99%** of employees are satisfied or very satisfied with their physical work environment and the equipment that they have been given to do their job
- **97%** of employees are satisfied or very satisfied with the level of respectful treatment given to employees at all levels
- **96%** of employees are satisfied or very satisfied with the level of respectful treatment that they are given by residents
- **94%** of employees are satisfied or very satisfied with how much they trust senior management
- **91%** of employees are satisfied or very satisfied with their relationship with their immediate supervisor
- **91%** of employees are satisfied or very satisfied with their benefits overall (insurance, paid time off, TDA retirement, Flexible Spending Account, ADP, etc.)
- **86%** of employees are satisfied or very satisfied with their salary, compensation, and pay

The charts below show the percent of staff that gave one the two **best** ratings (e.g., “satisfied” or “very satisfied”), compared with the results from previous years.





**COMMENTS**

**BENEFITS & COMPENSATION**

- The benefit packet is amazing and almost unmatched for an agency this size, I am most pleased with the benefits, all around.
- Not sure what TDA retirement and EAP are?
- Would like a 401K retirement savings plan

**Agency response:** The agency has for many years provided a TDA (which is very similar to a 401K) retirement savings plan and contributed 2% of salary to each employee’s account once they have been employed with us for two years. The agency is currently trying to increase the contribution amount. There is no requirement that the employee contribute anything to the account; the money is just given. The overall retirement plan currently holds over \$200,000 that has been given by Friedman Place to current and former employees.

- The agency should determine a set amount of 'sick days' instead of having a general Paid Time Off. Frequently, I've observed employees come in while sick, in order to avoid using Paid Time Off.
- Would prefer more Paid Time Off
- Paid time off is great but I do not like that I have to use it in order to request a day off.
- Offer paid vacations- an allowance to go toward hotel, airfare, or attractions. Offer travel allowances.

**Agency response:** Friedman Place provides far more Paid Time Off (that can be used for any reason) than most not-for-profit or for-profit organizations. Starting from their first date of employment all employees earn Paid Time Off regardless of how many or few hours they work. A 40 hour per week employee will earn 20 paid days off (four weeks!) for each of their first five years of employment and that amount increases over time. Part-time employees receive a pro-rata amount of time off based on how many hours worked. Six paid holidays are also provided.

- Under the law, a full-time employee is defined as someone who works 30 hours or more per week. Why does Friedman only consider 40 hours full time?
- It's hard to feel appreciated or valued. I hate that "the agency" only considers full time status to 40 hour employees. The state of Illinois considers 30+ full time.

**Agency response:** While appreciated, this comment is not correct. The law does not define full-time employment in this way. Our insurance carrier (like most) requires an employee to work at least 30 hours per week to be eligible for insurance; employees who work at least 30 hours per week are eligible for health, dental, and vision insurance. Being designated "full-time" or "part-time" changes nothing in terms of eligibility for benefits, with the exception of insurance and bonus and Paid-Time-Off amounts.

- The agency should have overtime for employees in different departments.

**Agency response:** While appreciated, this comment is not correct. As required by law, the agency pays overtime for all hourly employees who work more than 40 hours per week. While we try to minimize overtime where possible, as a 24/7 provider it is sometime necessary. In 2019 the agency incurred 690 hours of overtime out of over 18,000 hours of hours worked by all employees. Most overtime occurs with dining and certified nursing assistant staff.

- I strongly feel that the yearly bonuses are not distributed fairly. How is it that someone who works 12 hours a week or a PRN that started this year can have the same bonus as someone who works 30+ hours a week and has been with the agency for almost 10 years?

**Agency response:** While appreciated, this comment is not correct. We were extremely fortunate that staff (as they have for many years) received holiday bonuses in December. Below are the amounts.

- Full-time (40 hour) employees = \$500 (net amount, so the actual checks were for \$500)
- Part-time or as-needed (anything under 40 hours) = \$250
- New full-time, part-time, or as-needed employees who started after June 1st but before September 1st = \$250
- New full-time employees who started after September 1st = \$125
- New part-time or as-needed employees who started after September 1st = \$50

## **RELATIONSHIP WITH SUPERVISOR & SENIOR MANAGEMENT**

- No kind of communication at all when it comes to work related as for any changes on a daily basis.
- We have the good fortune to have a kind, professional, warm, approachable, mature hands-on Director, the department has regained its footing.
- Amazing.

- I really have not had any time to get to know nor talk to anyone, so I cannot really say if I trust anyone yet
- I trust Cheryl, Beth, Kathy, and Rita. I don't know Mary and Alexander so I don't know what to think.
- Very poor communication skills. Is very impolite with staff members and residents. Does not show any kind of passion and drive for their title and position
- There seems to be a popularity vote when it comes to employees. If you don't have an opinion and keep your mouth shut your job is secure and your immediate supervisor grants you special privileges.
- When you have a different opinion than someone else you should not be treated like an outsider nor received bully tactics because you have your opinion.
- Cheryl is good with staff.
- Directors are seen and hands-on, good energy and always fair, kind, professional and approachable.
- There should be more transparency about any changes made in the agency.
- I do not think that everyone an open door policy. Be that when you go to your supervisor and tell them on how you feel that a problem might occur because you have a different opinion on certain things and how the other person received it very personally. Then you proceed to tell the other person what was said now you just build hostility working environment between those two co-workers. Now you have the one worker feeling like a snitch and a fool for coming to you about problem. The other workers turning all the others workers against the other worker by getting them not to talk to the other worker when they at work. I have other ideas but I will keep them to myself being that this is anonymous.

## **PHYSICAL ENVIRONMENT**

- The agency overall is a pleasing bit of real-estate to start with, inside/outside. We are well stocked on the essentials like gloves, masks when needed and our vital signs tools are good.
- Thank you.
- My work area, where multiple staff share space is sometimes noisy and hectic and we, as staff are working to minimize these distractions.
- Lightweight laptops would be a welcome option instead of PCs so work environments could be better.
- Keep doors locked when there's no one at the front desk. Staff have access key cards for a reason. Even when someone is at the front desk, the only door that should be kept unlocked is the front main door. Have electronic key fob door locks for rooms, if not all, maybe for those residents that really struggle using a standard key lock. The whole building should be exterminated systematically, perhaps one wing per floor per month or bi-weekly to eradicate the bb infestation for good.

## **RESPECTED BY RESIDENTS**

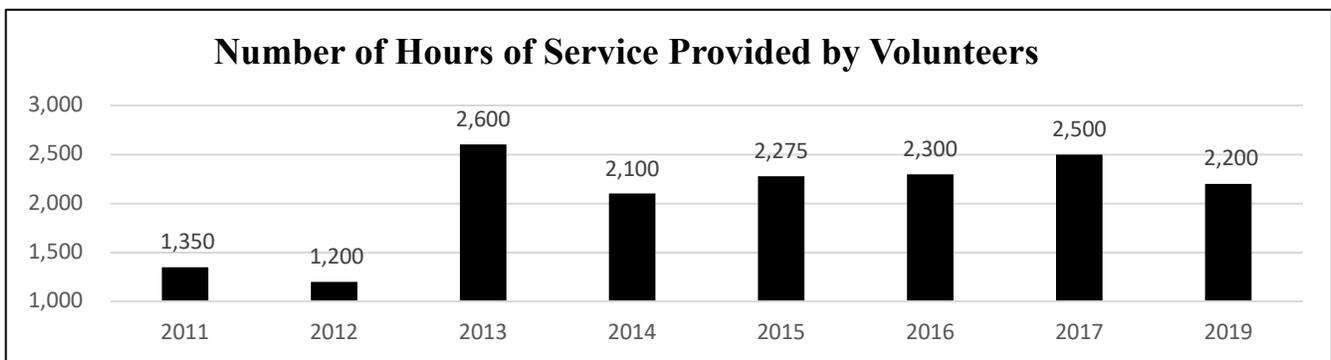
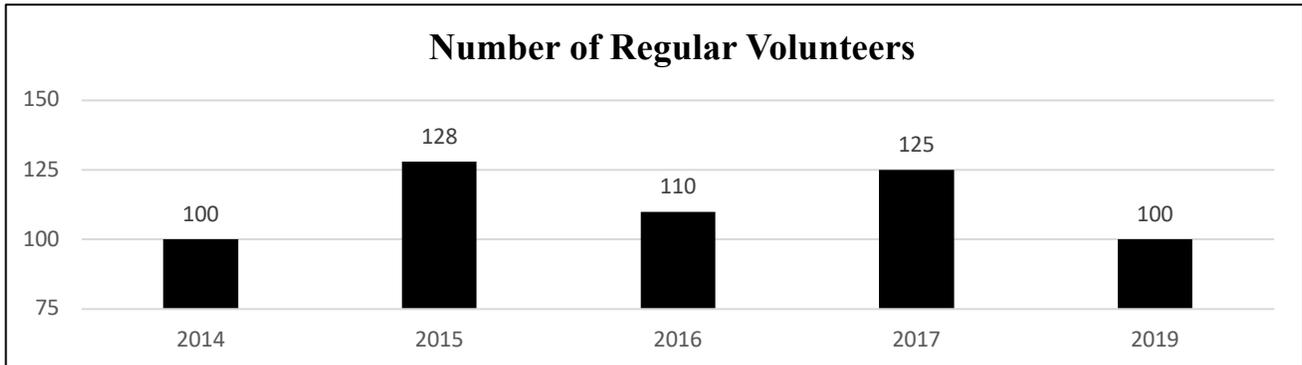
- There are a few that are disrespectful but the majority are very respectful. The residents are not respectful of the dining staff.
- Everyone seems nice and friendly.
- Residents have a wide variety of health/mental challenges, leading to different kind of reactions and personalities, but all deserve to feel safe, most are respectful and gracious to live where we

work. The majority of residents are very respectful. Those who are not seem to be those who aren't satisfied with anything or respectful of anybody, so I don't take it personally

## OTHER

- Everyone one has an open door policy, voices are heard and considered.
- Staffing levels are within normal range, the agency is financially solid, the apartments are all full, State complaints never found true, firm position overall.
- Team building activities with staff, like in-house movies afternoons once a quarter, something funny or suspenseful.
- I would like to suggest that we have a Human Resource staff, even part-time. I don't think that we have appropriate staff to be able to deal with some of the staffing challenges that we deal with. Additionally, I don't feel that ADP can handle some of the smaller issues that need to be dealt with in house. Our staff does not have the training to handle these issues.
- A recent senior staff change left the nursing department in a bit of upheaval, more emotional than environmental, this caused some grief, but the agency ship is now steady and we're back to sailing in calmer waters and providing good, consistent service to resident and one another. Also, very happy about the Friedman Place Navigator Program, I see it as a win-win for the agency and the larger community. It's innovative and smart, it will reach those who are not seen or unaware of supportive services.
- My biggest suggestion is that Friedman should work to implement clearer procedures for day to day duties for all departments. Friedman has policies, but in many instances, the policy provides a framework but unclear directives. This leads to at times things going undone because we don't always know "who's on first."
- Improve appearance and work efficiency of front desk and administrative hallway.
- I believe that you are trying the best that you can, thank you!
- Pay people on the first and 15th. Offer the day after Thanksgiving off & floater if staff must work.
- I was wondering for this question (regarding staff feeling respected by residents) if it's shared with the residents because I think they should have an idea on how the staff feels about them as well.
- It is more than obvious that much thought was put into how this facility is run, and it shows! I am so proud to call this my place of employment!
- Some of the residents don't respect the staff but for the most part they are okay.

- **THE AGENCY BENEFITTED FROM THE USE OF THE SERVICES OF 100 VOLUNTEERS IN THE LAST YEAR.**

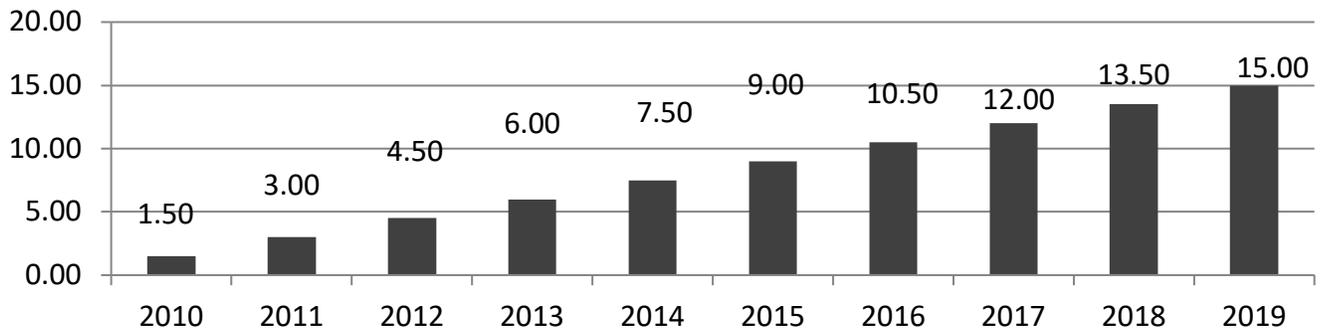


## **FINANCES**

(This information is from fiscal year FY19: July 1, 2018 – June 30, 2019)

- **FRIEDMAN PLACE SAVES TAXPAYERS MONEY AND KEEPS PEOPLE OUT OF NURSING HOMES; OVER THE LAST 10 YEARS WE SAVED TAXPAYERS OVER 15 MILLION DOLLARS**
  - The State of Illinois pays Friedman Place less than 50% of what it pays to the average Nursing Home in Illinois for each resident.
  - Since without Friedman Place, most residents would end up in nursing homes, the agency saves the State of Illinois and its taxpayers approximately \$20,000 per resident per year.
  - Since without Friedman Place, most residents would end up in nursing homes, the agency saves the State of Illinois and its taxpayers approximately \$1,500,000 per year.
  - Friedman Place has saved taxpayers 15 million dollars over the past 10 year.
  - Friedman Place receives 8% of our income directly from government sources, which is much lower than most nonprofit organizations of our size.

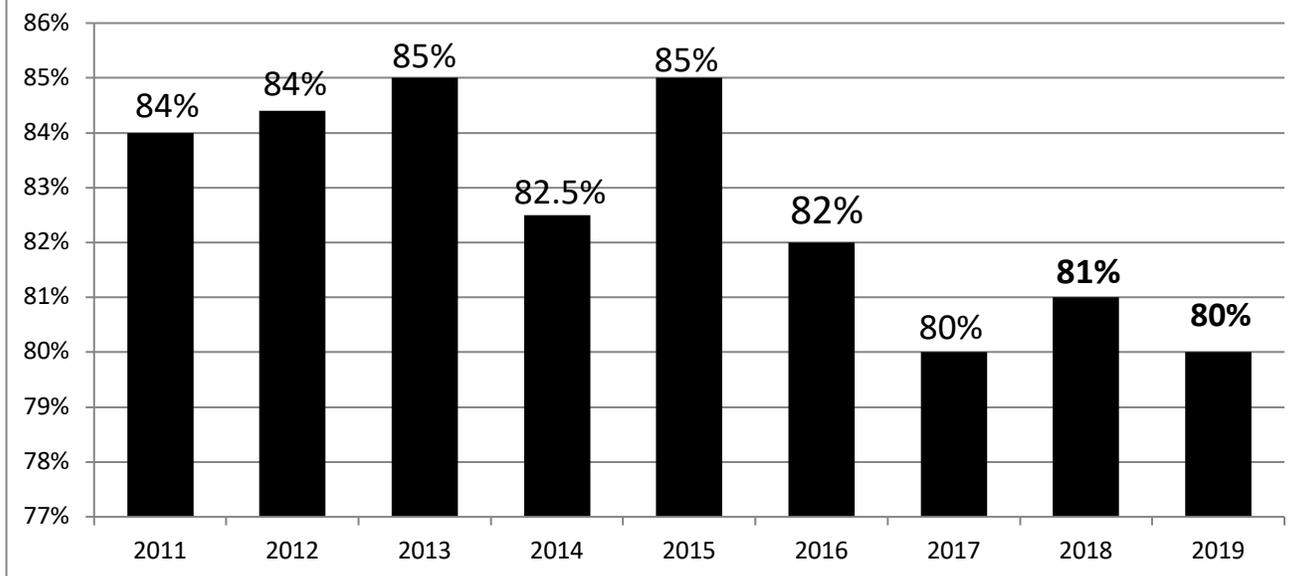
### Millions of Tax Dollars Saved through Friedman Place keeping People out of Nursing Homes (cumulative)



- **THE AGENCY IS EFFICIENT IN HOW IT SPENDS MONEY, ASSURING THAT AS MUCH AS POSSIBLE GOES TO DIRECTLY BENEFIT THE RESIDENTS.**

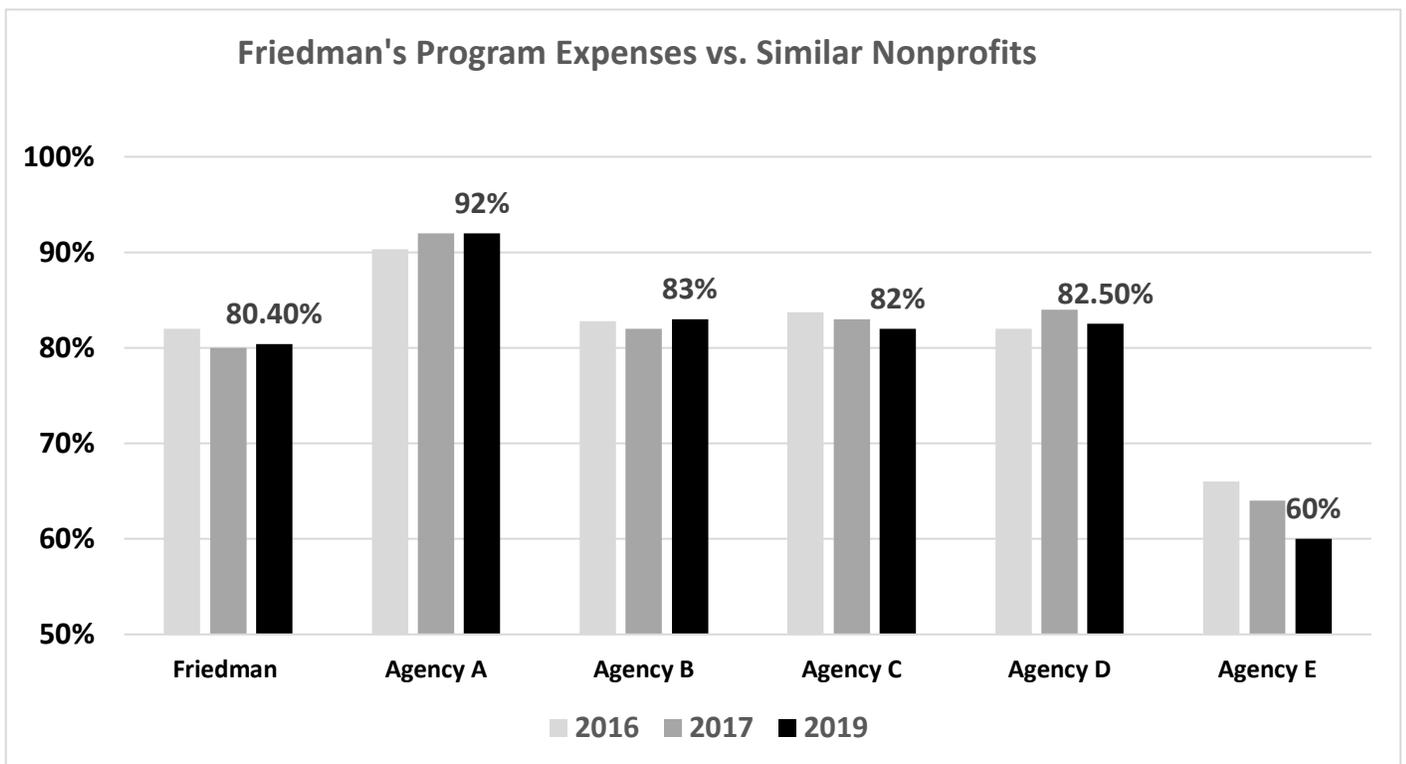
- Nearly all of the agency’s expenses go directly towards programs and services. Eighty-percent (80%) of expenses went directly to programs and services, which is much higher than the minimum 65% recommended by the Better Business Bureau’s Standards for Charitable Accountability and 60% by the American Institute for Philanthropy.
- Friedman Place spends 80 cents of every dollar directly on resident services and programs and only just 20 cents on administration and fundraising costs.

### Percent of Expenses Spent on Services



- **THE PERCENTAGE OF EXPENSES FRIEDMAN PLACE SPENDS ON SERVICES AND PROGRAMS IS COMPARABLE TO MOST SIMILAR AGENCIES**

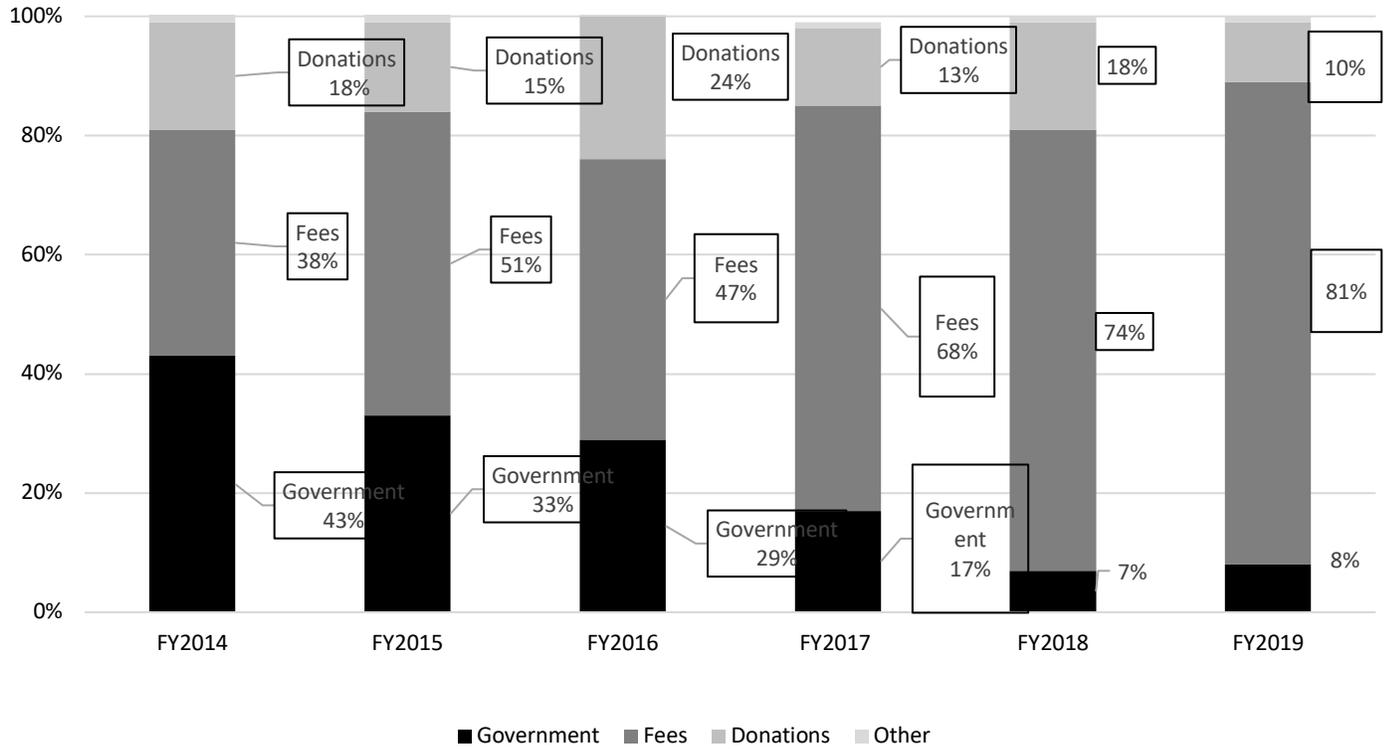
- One of the ways Friedman Place compares itself to similar organizations is by the amount of money we spend on programs and services as compared to administration and fundraising.
- Friedman Pace has chosen 5 nonprofit organizations in Illinois that provide similar services – affordable housing and support services - against whom to benchmark. Most of the other agencies are based in Metropolitan Chicago, provide similar services, and have budgets roughly the same size as Friedman Place.



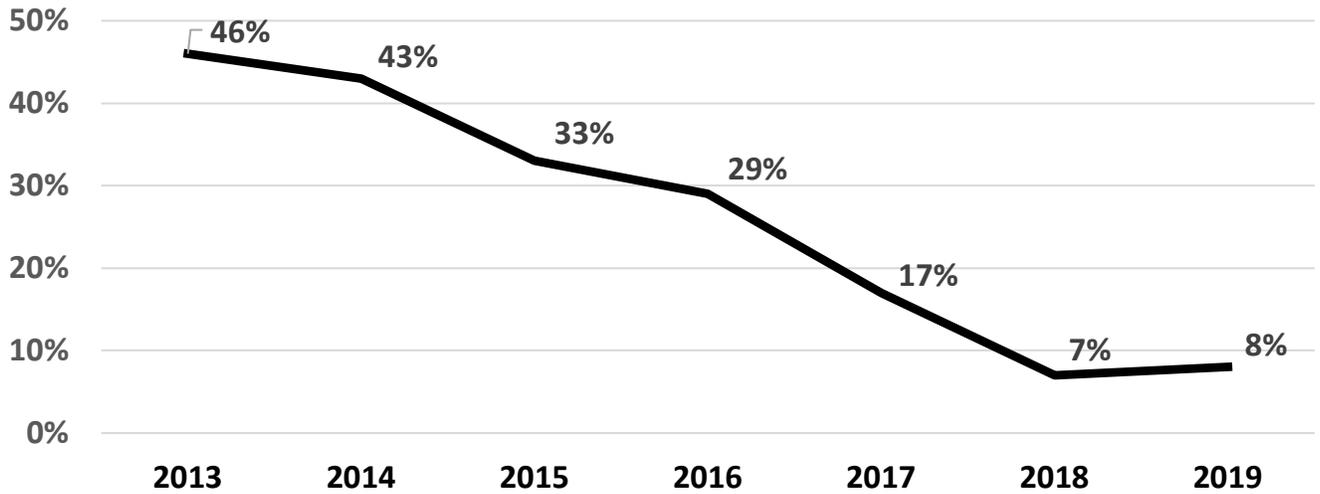
- **THE AGENCY HAS A DIVERSIFIED STREAM OF FUNDING, WHICH IMPROVES STABILITY**

- Last year, just 8% of our funding came from the government (which is a much lower percentage than many nonprofits of our size. Approximately 80% came from program fees and the remainder from fundraising and other sources.

### Sources of Income

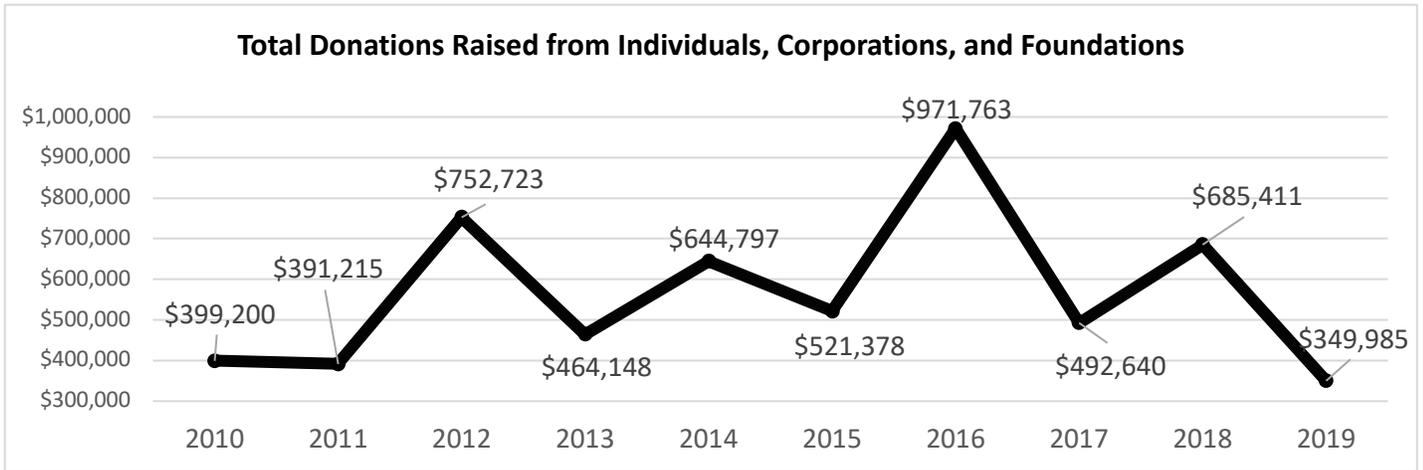


### Percent of Income that Comes Directly from the Government



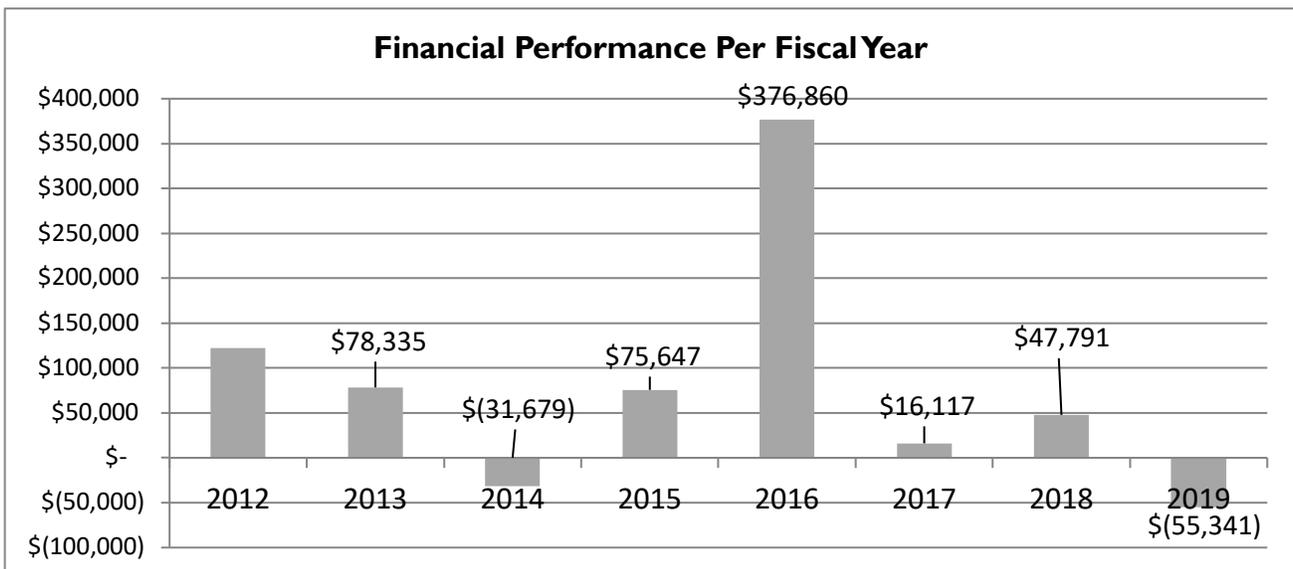
- **WE ARE SUCCESSFUL IN ATTRACTING DONATIONS AND GRANTS**

In the last eight years, Friedman Place has obtained 5.3 million dollars in donations from private sources, such as individuals, corporations, and foundations. In 2018, Friedman Place raised \$685,000 from private sources.



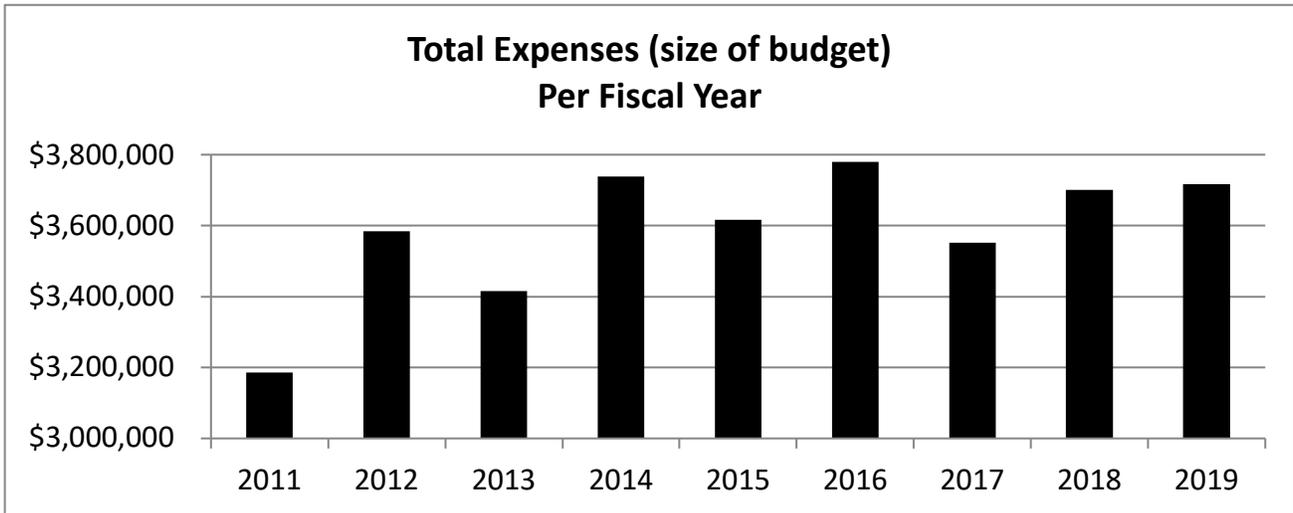
- **THE AGENCY STICKS TO ITS BUDGET AND IS EFFICIENT IN HOW IT SPENDS MONEY**

- Over the last five years the agency has experienced only one with a deficit, and that was equal to only one and one-half percent of all expenses. We are fiscally responsible and adhere to our budgets as best we can, but there were some unexpected costs last year. We had several residents with very high levels of need which required us to increase staffing in ways that we had not expected. The budget overages were mostly due to increased salary and benefit expenses. Most of those residents are no longer with us and we have (naturally, without layoffs or terminations) let the staffing levels drop down to their expected levels and costs.



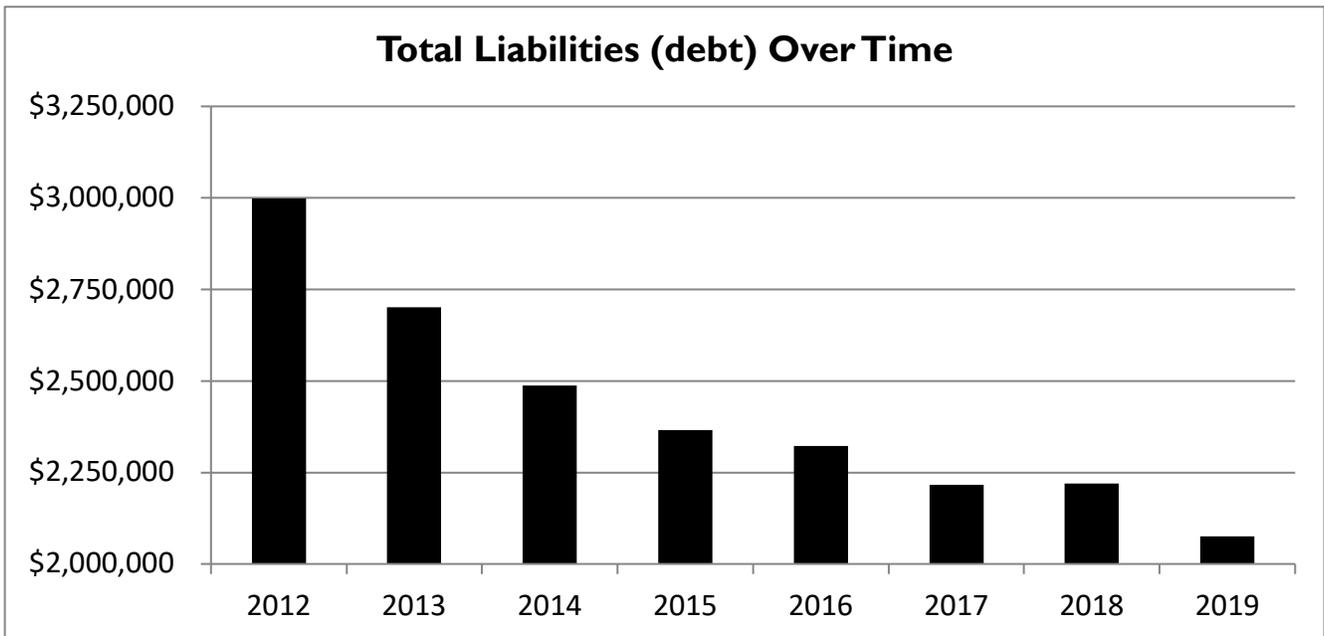
- **THE AGENCY’S BUDGET HAS GROWN IN RECENT YEARS.**

- While the total budget has increased approximately 10% since 2011, it has been fairly stable since then.



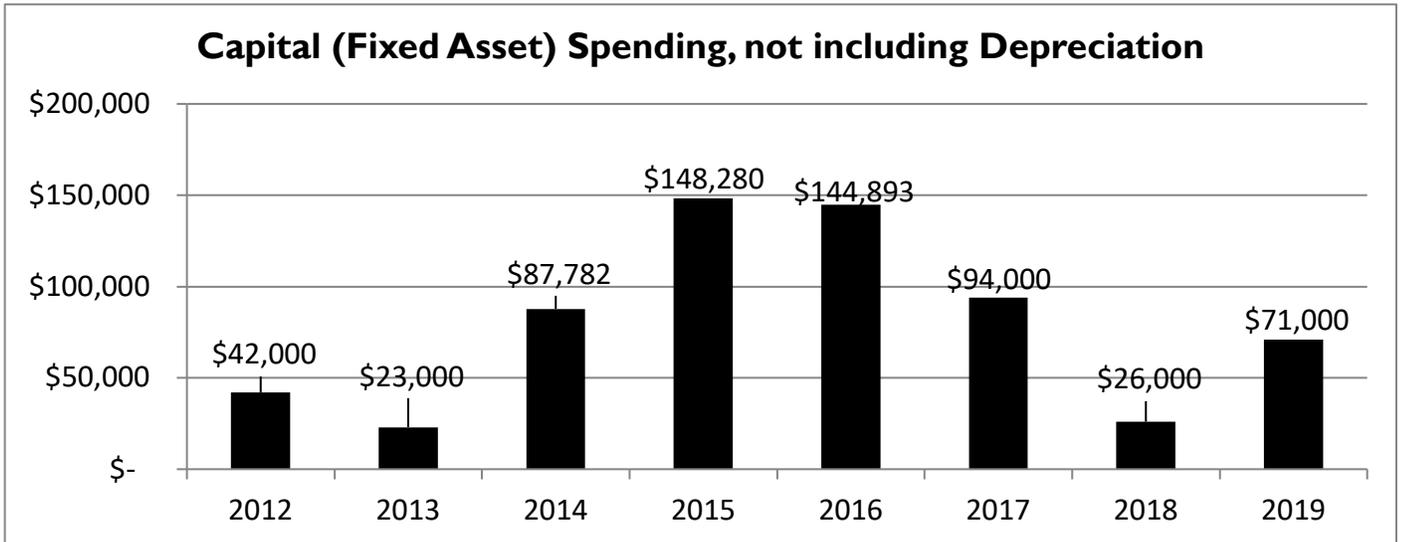
- **THE AGENCY HAS REDUCED ITS DEBT**

- Over the past eight years the agency has reduced the total amount of money owed to others by over \$900,000, or 30%.
- 



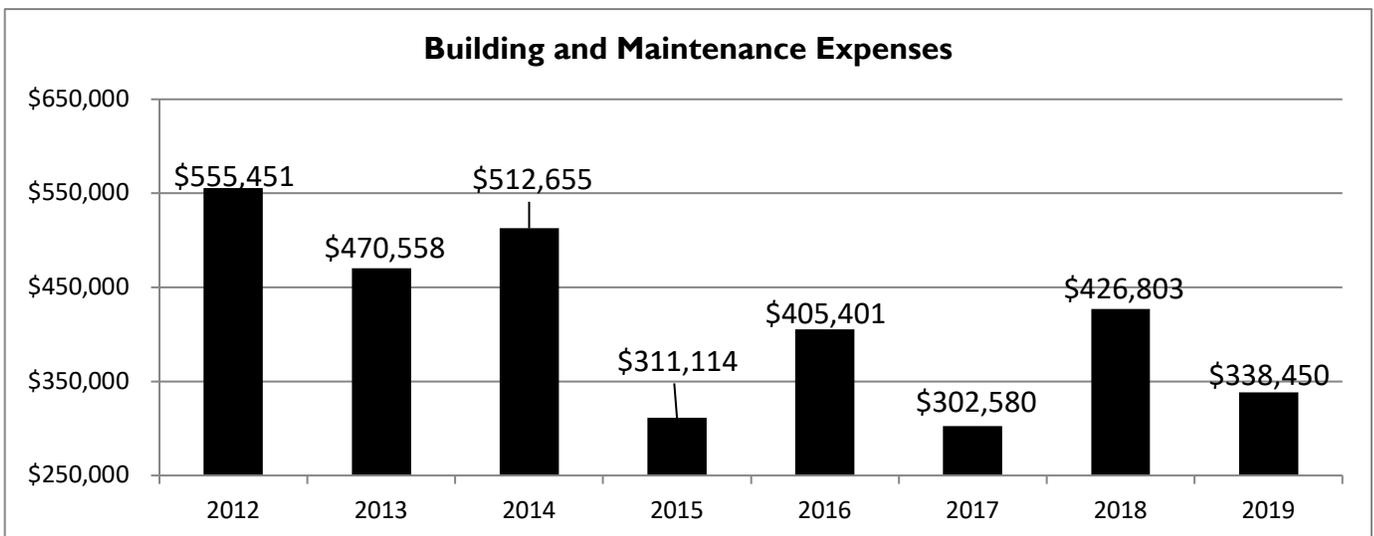
- **THE AGENCY SPENDS A LOT ON BIG-TICKET ITEMS, INCLUDING TO MAINTAIN THE BUILDINGS**

- The agency spends money on big-ticket items such as furnaces, water heaters, elevator upgrades, and computer equipment. In 2019 we replaced two very old vehicles and bought a minivan and the other a 15-person bus. Capital (Fixed) Assets, which are items of significant value that will be useful beyond a single year.



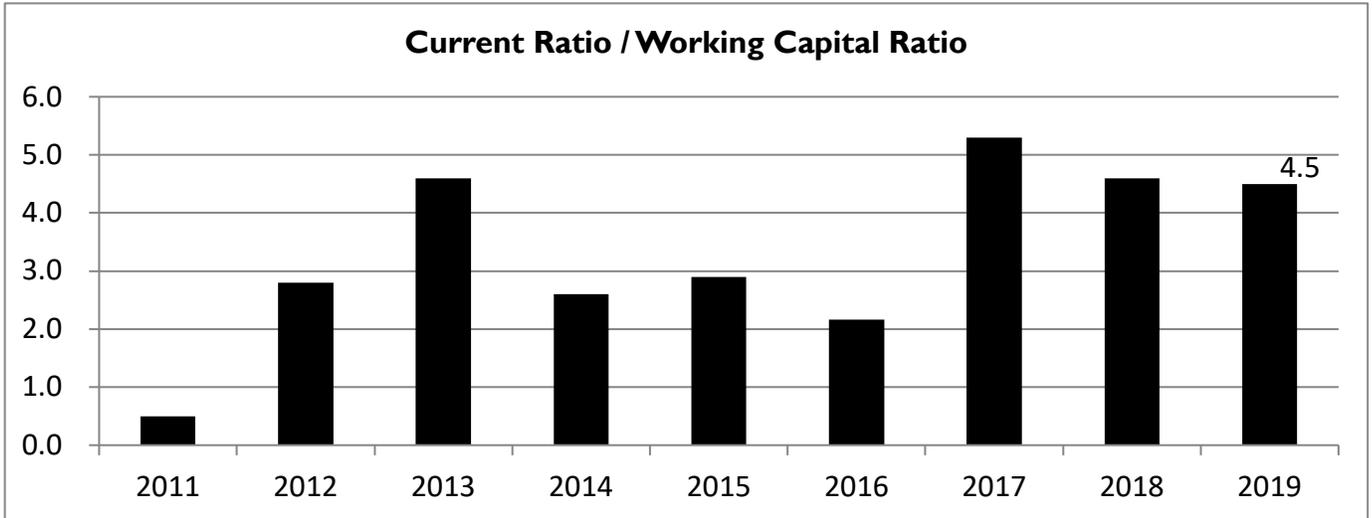
- **THE AGENCY SPENDS A LOT TO MAINTAIN THE BUILDINGS.**

- Friedman Place typically spends on average \$400,000 each year to maintain the buildings' excellent condition. In 2019, we spent \$350,000.



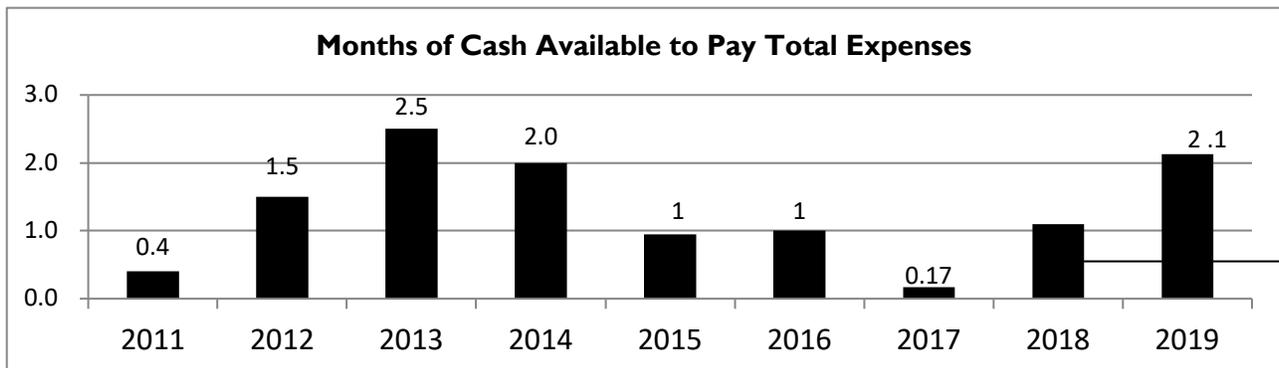
- **THE AGENCY IS CAREFUL AND CONSERVATIVE IN ITS FINANCIAL APPROACH AND HAS SAVINGS TO MEET ITS OBLIGATIONS**

- The Current or Working Capital Ratio measures the ability to pay debts owed in the next year with cash that is now or will shortly be available. It helps answer the questions “Do you have enough money to pay your bills?” A score of at least one means that there is enough money available to meet your near-term debts. A score of less than one is generally considered a problem. Friedman Place ended its most recent year with a score of 4.5, which is an extremely positive indicator.



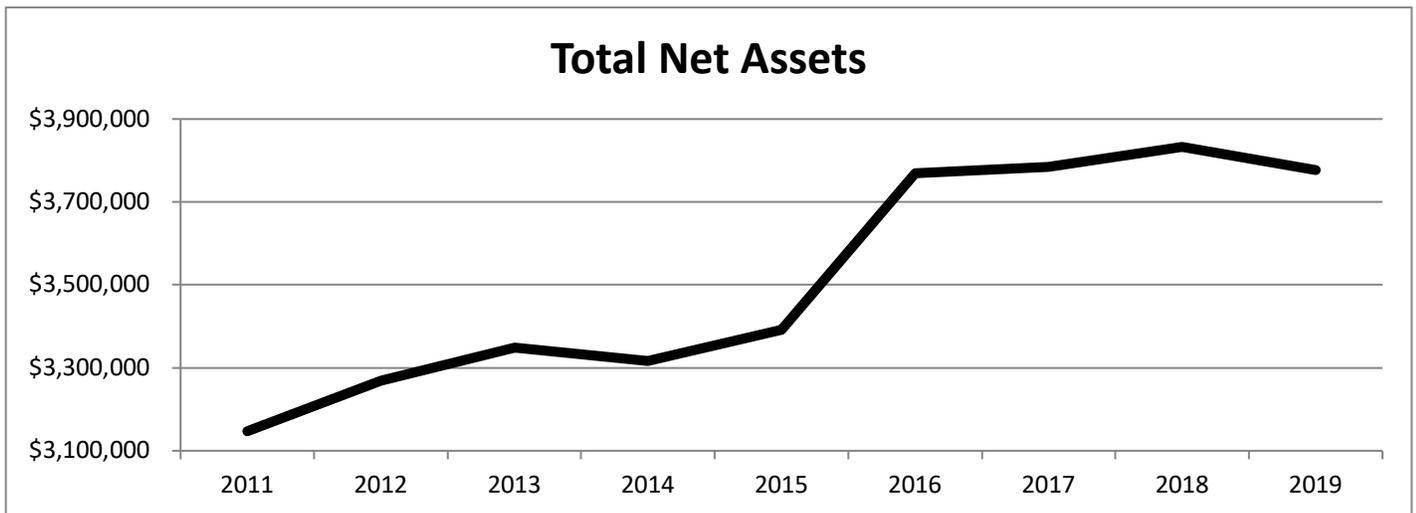
- **THE AGENCY IS FISCALLY CAREFUL AND CONSERVATIVE AND HAS ENOUGH SAVINGS TO MEET ITS OBLIGATIONS.**

- Cash Available or Cash on Hand is a measure of how long an organization could continue operating normally and still pay its bills in the extremely unlikely situation that all income stopped. It helps answer the questions “Do you have enough money to pay your bills?” The number of months of cash available varies from one organization to another, but three months is a common goal of many nonprofits. At the end of FY 2019 Friedman Place had just over two months of cash on hand.



- **THE AGENCY IS WORTH MORE THAN IT WAS EIGHT YEARS AGO; THE AMOUNT OF NET ASSETS HAS INCREASED.**

- Assets are the value of everything that the organization owns: money, investments, property, equipment, vehicles, etc. Net assets are the value of everything the agency owns (the assets) minus all the liabilities and debt that the agency owes. Net assets are often thought of the “worth” of the organization.
- The net assets of the agency have increased by approximately \$385,000 or about 102%, in the last five years.



*A Community for Adults Who Are Blind or Visually Impaired*

5527 North Maplewood Avenue  
Chicago, IL 60625

773.989.9800

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