

# 2024 Profile Report



~ 1940



~ 1970



2004



2015

**FRIEDMAN**  **PLACE**  
*Supporting the Independence of Adults who are Blind*

5527 N. Maplewood Avenue, Chicago, IL 60625  
773-989-9800 [www.friedmanplace.org](http://www.friedmanplace.org)



This report is a “snapshot” of Friedman Place and provides information about our residents, staff, volunteers, services, and finances. Much of the information is for calendar year 2024, although most of the resident and staff demographics are from December 2024 and the financial data for our fiscal year, which ended June 30, 2024.

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. The agency’s beginnings go back to 1935; the year 2024 was our eighty-ninth of serving low-income adults who are blind. The agency’s residential services are provided in a large building that was purchased and renovated in 2004 and a smaller one next door that was purchased in 2015. Each resident lives in their own apartment - there are 81 in the main 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 for couples, so at full capacity the building could hold eighty-eight residents.

The building is specially designed for people who are blind 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 and financial support to people who are blind and living in their homes throughout Illinois through our Navigator and Rent Assistance Programs, 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.



---

**THE MISSION OF FRIEDMAN PLACE IS TO PROVIDE HOUSING AND  
SUPPORTIVE SERVICES TO ADULTS WHO ARE  
BLIND OR VISUALLY IMPAIRED.**

**FRIEDMAN PLACE EMPHASIZES RESIDENT SELF-DETERMINATION,  
INDEPENDENCE, AND INTERACTION WITHIN THE COMMUNITY.**

**FRIEDMAN PLACES STRIVES TO BE A PRIMARY FORCE AMONG  
PROFESSIONAL ORGANIZATIONS  
SERVING ADULTS WITH VISUAL DISABILITIES.**

## TABLE OF CONTENTS

• <b>Demographics</b>	6
○ Age, Gender, Ethnicity, Health Conditions, Education, Employment, Income, Length of Stay at Friedman Place, etc.	
• <b>Resident Satisfaction Survey</b>	15
○ Physical Environment, Meals, Healthcare, Input and Awareness, etc.	
• <b>Programs and Services</b>	24
○ Amount and type of services, Occupancy Rate, Applicant information, Program Descriptions, Goals, etc.	
• <b>Quality Measures</b>	31
○ State of Illinois Review, Review of assessments, documentation, service plans, etc.; staff training, etc.	
• <b>Goals and Outcomes</b>	35
• <b>Employees &amp; Volunteers</b>	38
○ Retention, Diversity, Satisfaction Survey, Students & Interns, Number of volunteers and hours, etc.	
• <b>Finances</b>	49
○ Financial performance, funding, ratios, assets, etc.	
• <b>Environmental, Social, and Governance report</b>	55

---

### Executive Summary

Friedman Place’s main program provides Supportive Living – essentially assisted living - to adults who are blind. 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 and one-half chronic health conditions for which they require additional support and assistance. It is their health conditions that result in the need for services; it is their blindness or that cause them to select Friedman Place. Friedman Place also provides a wide range of case management services and financial support to people who are blind and living in their homes throughout Illinois through our Navigator and Rent Assistance Programs, which opened in late 2019.

Friedman Place has grown in recent years and now has approximately 65 employees, who are diverse in terms of ethnicity, age, and gender. Approximately 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-four Supportive Living Program residents, 160 Navigator Program case Management clients, and 34 Rent Assistance Program clients were served in 2024, ranging in age from 22 to 90+ years old! Approximately one-half are totally blind and one-half have significant visual impairments, nearly all have very low incomes.

The high quality of the agency's services has been confirmed by the extremely positive evaluation scores from the State of Illinois and of the Resident and Staff Satisfaction Survey Scores. The agency is financially responsible and strong.

---

### **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 and one-half chronic health conditions, the people who call Friedman Place their home require our services due to their medical conditions but choose us because we are specially designed to serve people who are blind. They 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.

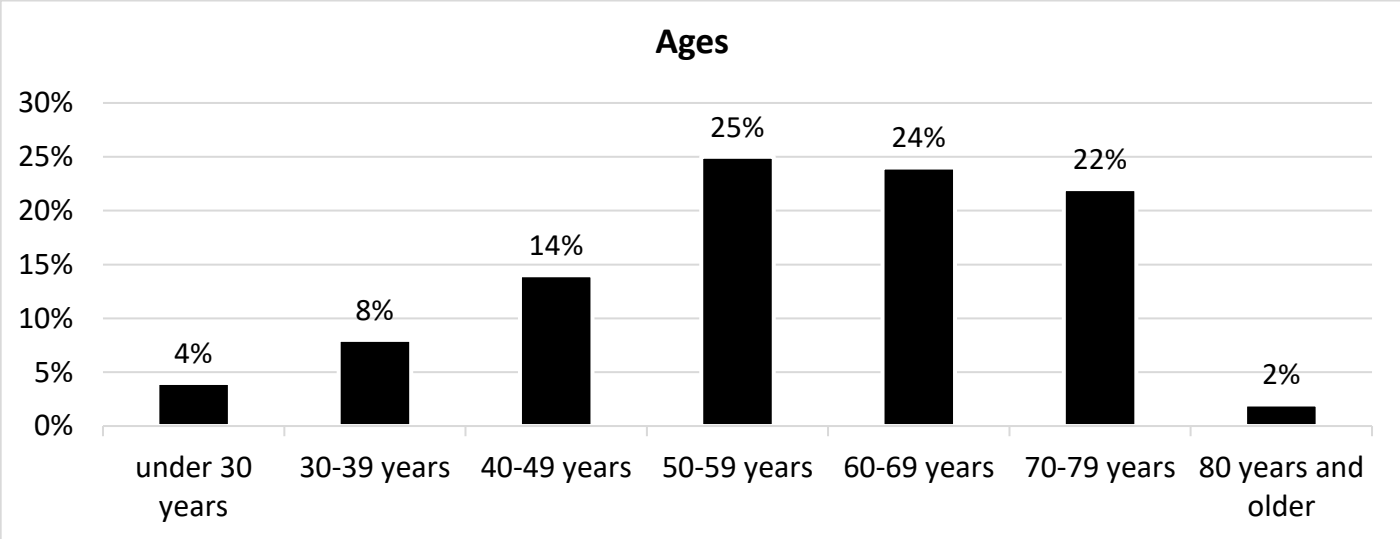
Every resident is unique, but by considering the demographics of everyone who called Friedman Place their home in 2024 the following composite can be created. The “average” resident is a 58-year-old man who is totally blind and six different chronic health conditions, including hypertension, diabetes, obesity, anxiety, and arthritis. He takes twelve different prescription medications. Originally from Illinois, he moved to Friedman Place seven years ago from an apartment that he shared with family. He graduated high school, has been employed for less than twelve months in his entire life, and his income comes exclusively from social security and places him at the poverty level. He has never been married but does have family in Chicagoland with whom he has regular contact. 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.

---

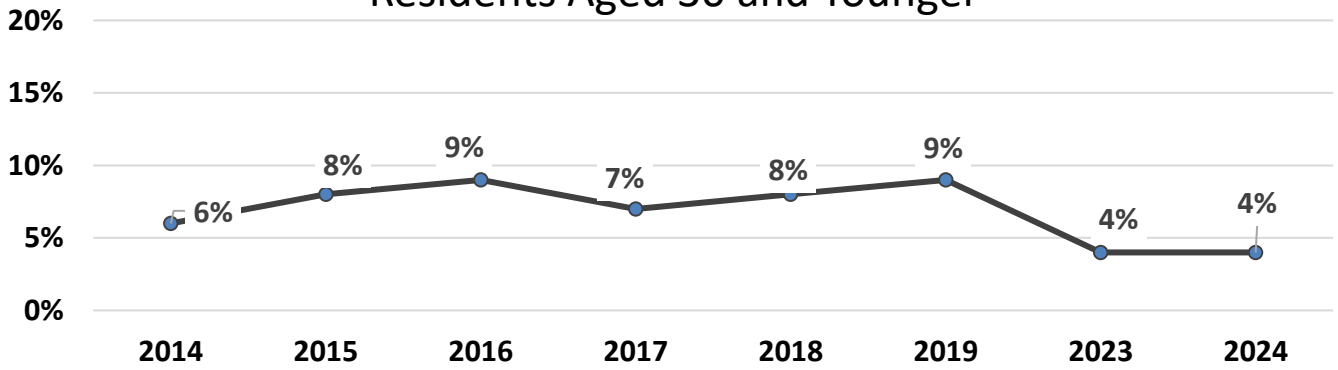
### RESIDENT DEMOGRAPHICS

- **FRIEDMAN PLACE RESIDENTS ARE ADULTS OF ALL AGES, ALTHOUGH MOST – 73% - ARE OVER AGE FIFTY.**

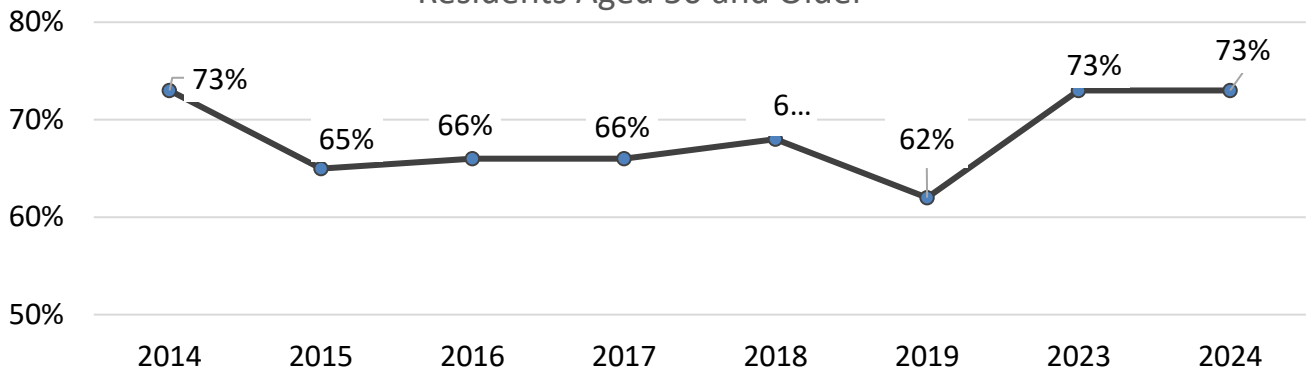
- Our youngest resident was 26 years old and the oldest 85
- 24% of residents are 70 or older
- 49% of residents are between ages 50 and 69
- 48% of residents are age 60 or older
- 73% of residents are age 50 or older
- 12% of residents are under age 40
- The average age of residents is 58, which is approximately the same as it has been for many years.



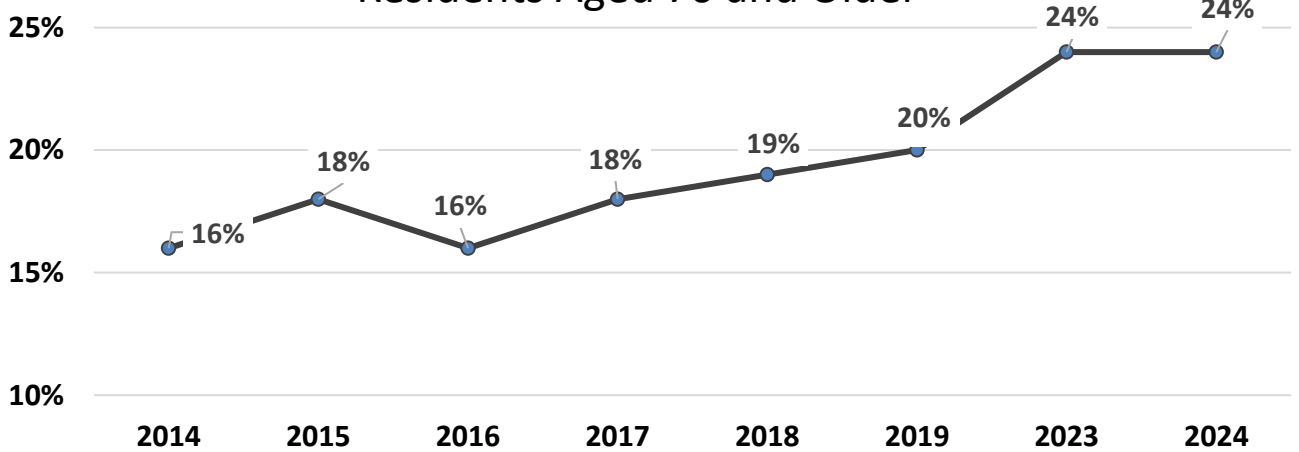
### Residents Aged 30 and Younger



### Residents Aged 50 and Older



### Residents Aged 70 and Older



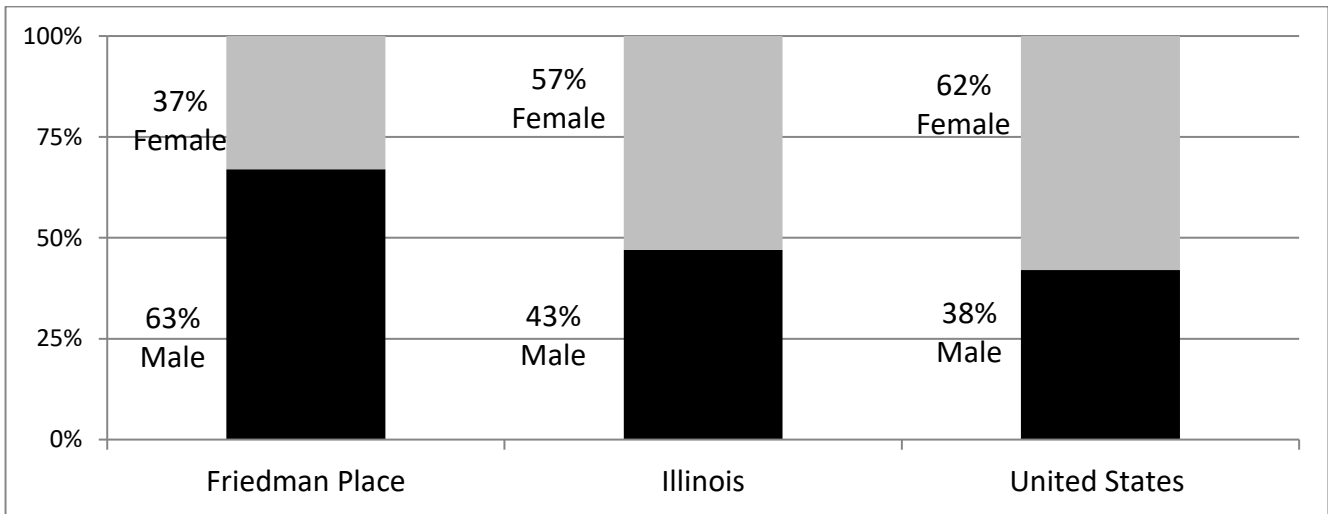
- **MOST RESIDENTS WERE BORN IN ILLINOIS AND WERE LIVING IN CHICAGO BEFORE MOVING TO FRIEDMAN PLACE**

- 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 (33%) of Friedman’s residents are female and 67% male, which is similar to 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 33% 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 nationally and in Illinois.

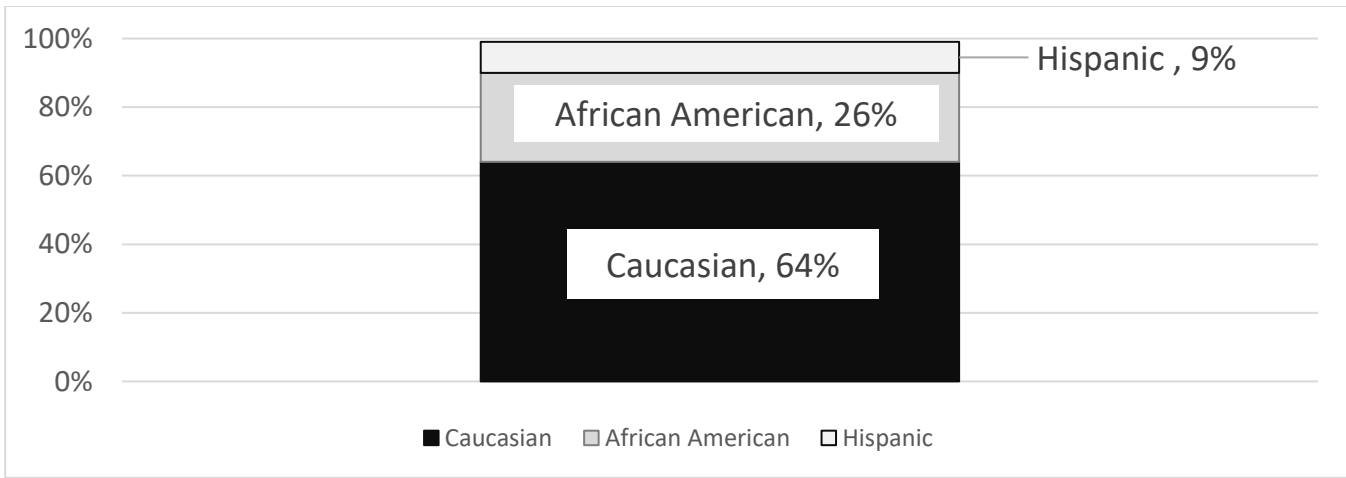
**The Percentage of Men & Women who are Blind or have Vision Loss:  
Friedman Place, Illinois, and the U.S.**



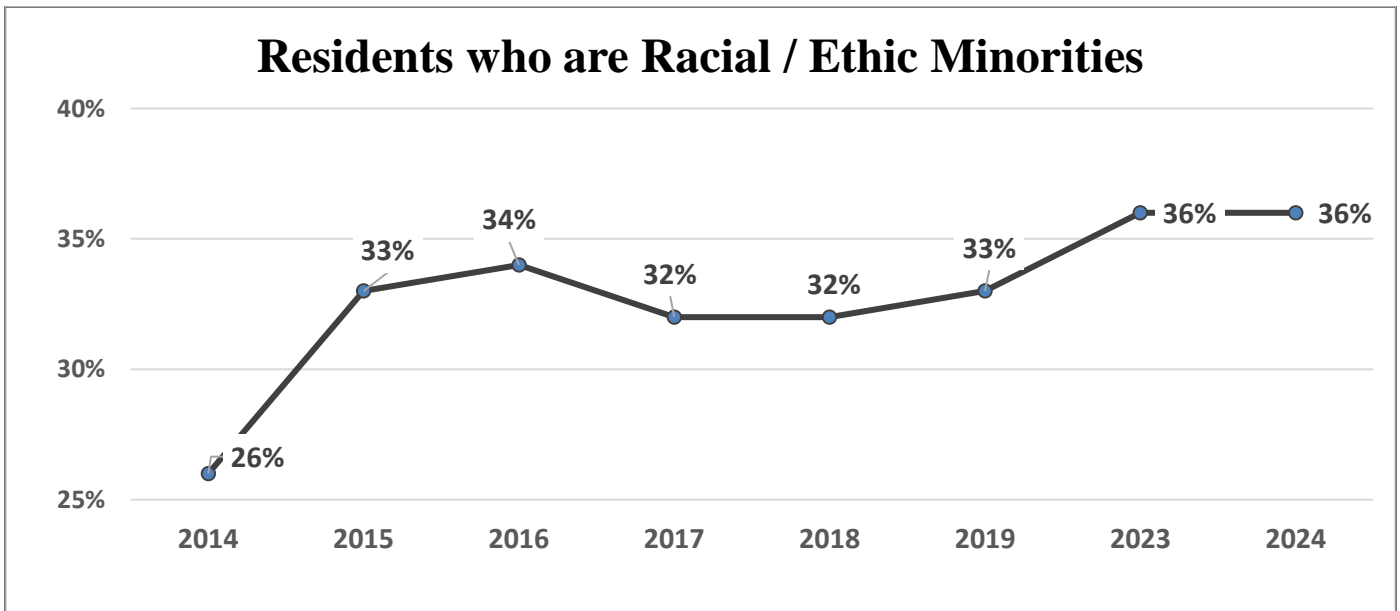
- **THE MAJORITY OF RESIDENTS ARE CAUCASIAN, BUT A WIDE AND DIVERSE GROUP OF PEOPLE ARE SERVED**

- Asian - 1%
- Hispanic - 9%
- African American - 26%
- Caucasian - 64%
- 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 blind populations of Chicago or even Cook County, they do generally reflect the population of those with visual impairments across the country. Approximately 60% of all persons who are visually impaired or blind are Caucasian, which is slightly lower than Friedman Place’s 64%.



• **ALL RESIDENTS ARE AT LEAST 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**

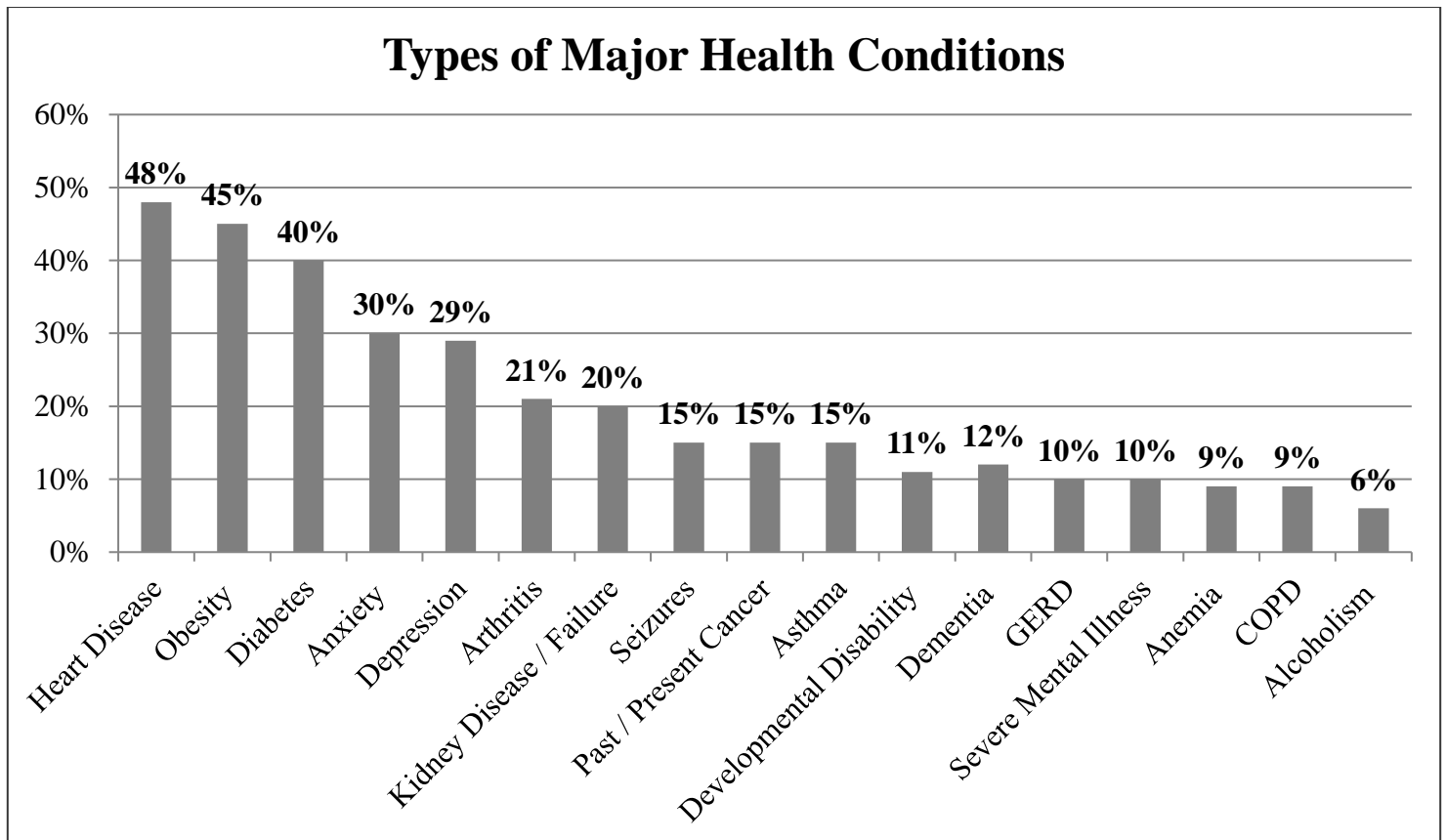
- Eighty-four percent of residents have friends or family who live in the greater Chicagoland area, while 16% do not.

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

- Twenty-two 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 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.
- The average number of chronic health conditions has increased significantly in recent years, from 4.8 to 6.5 (a 35% increase)

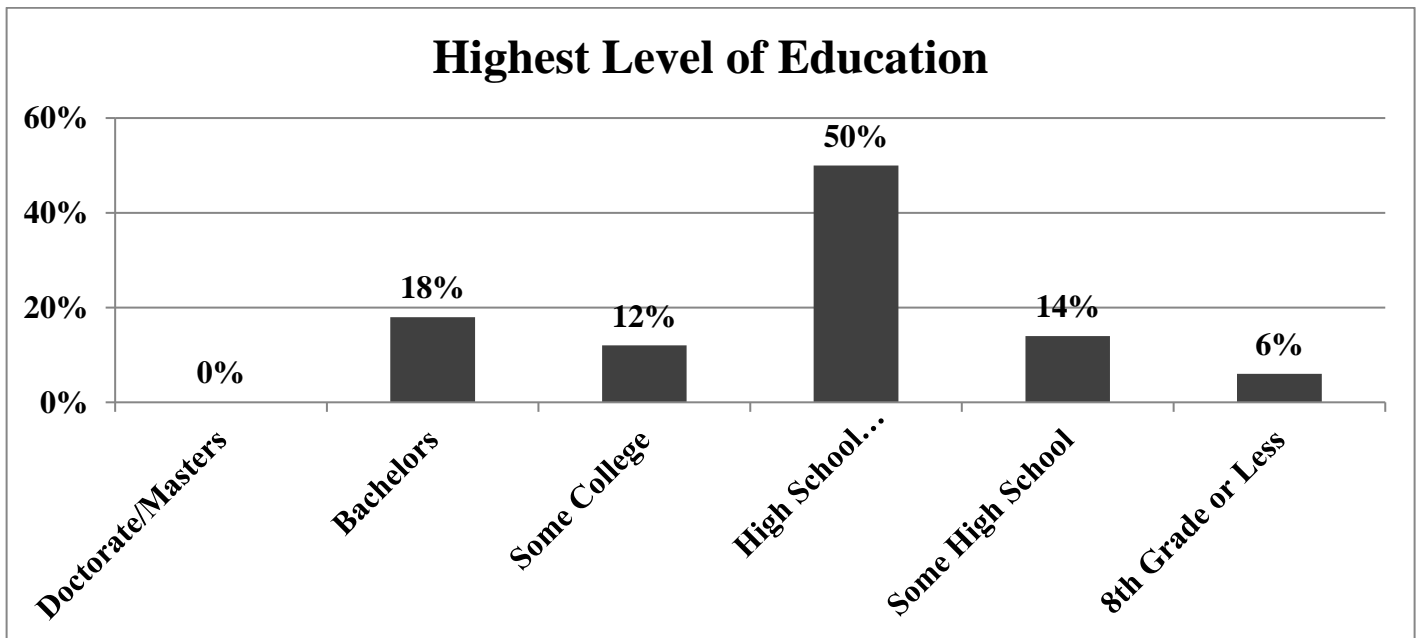


• **RESIDENTS TAKE ON AVERAGE 12 PRESCRIPTION MEDICATIONS**

- While some take more and others less, residents on average are prescribed 12 different medications.
- The most common medications (in no particular order) 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 six nights each week and with the coordination of our nurses, residents never have to worry about getting refills or new prescriptions.

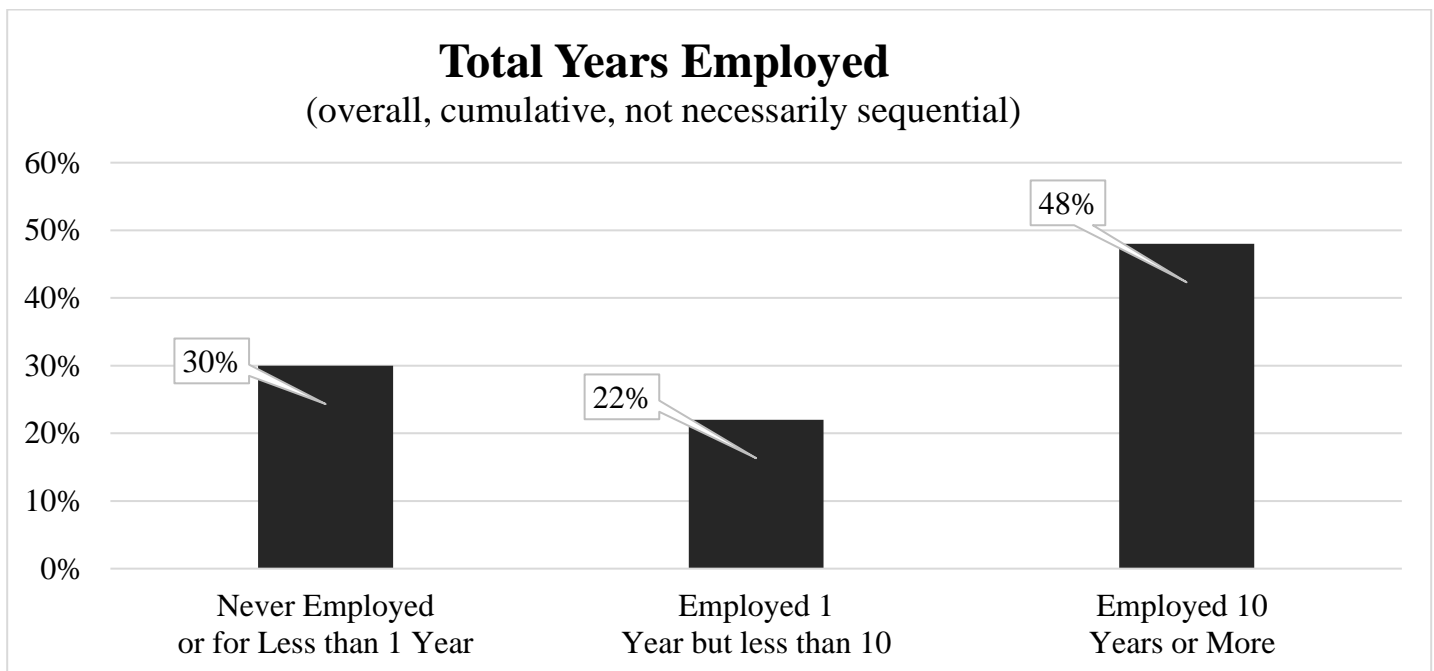
• **RESIDENTS HAVE A WIDE RANGE OF EDUCATION BACKGROUNDS**

- Fifty percent completed high school (or GED) as their highest level of education and 18% a college degree
- Approximately 20% 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**

- 30% of residents have never been employed or have been employed for less than a year total in their lives.
- 48% 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 2024 there were three residents who had regular employment, either full- or part-time. In addition to the prevalence of employment discrimination towards people who are blind, the type and number of medical conditions among Friedman Place residents make employment especially difficult.



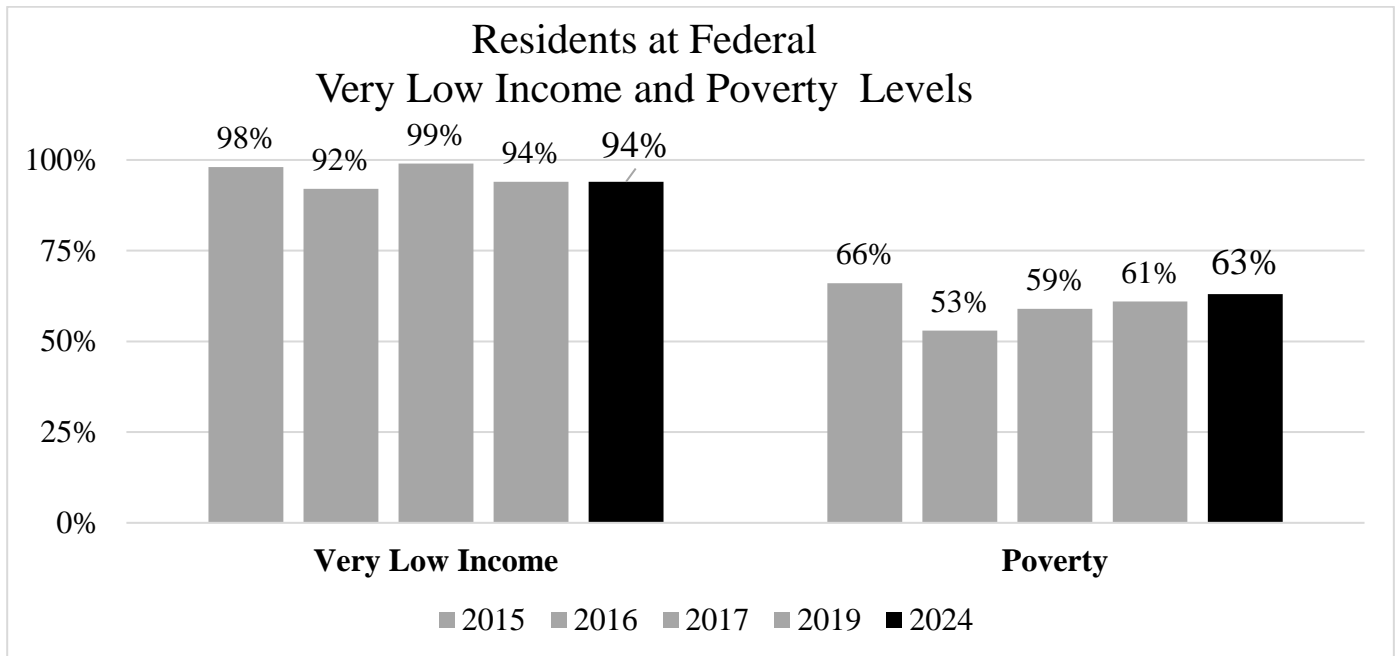
Only 2% of residents are currently employed but we believe that another 5% could work if provided the sufficient vocational training and job placement services. A major challenge to employment is the multiple chronic health conditions that our residents have, which for most residents result in extended periods each year of poor health and an inability to maintain even part-time employment.

- **THE AGENCY SERVED ALMOST 300 PEOPLE IN 2024**

- Ninety-four people received residential services in our main building, and throughout Illinois another 160 received case management services through our Navigator Program and 34 through our Rent Assistance Program
- 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.
- 347 separate individuals have received residential services in the main Supportive Living Program between 2010 and 2024.

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

- 94% of residents have incomes below the federal Very Low-Income Level (\$39,250)
- 61% of residents have annual incomes at or below the federal Poverty Level (\$15,060)
- This is a much higher percentage than the approximately 31% of people throughout the United States with a visual disability who live below the poverty line.

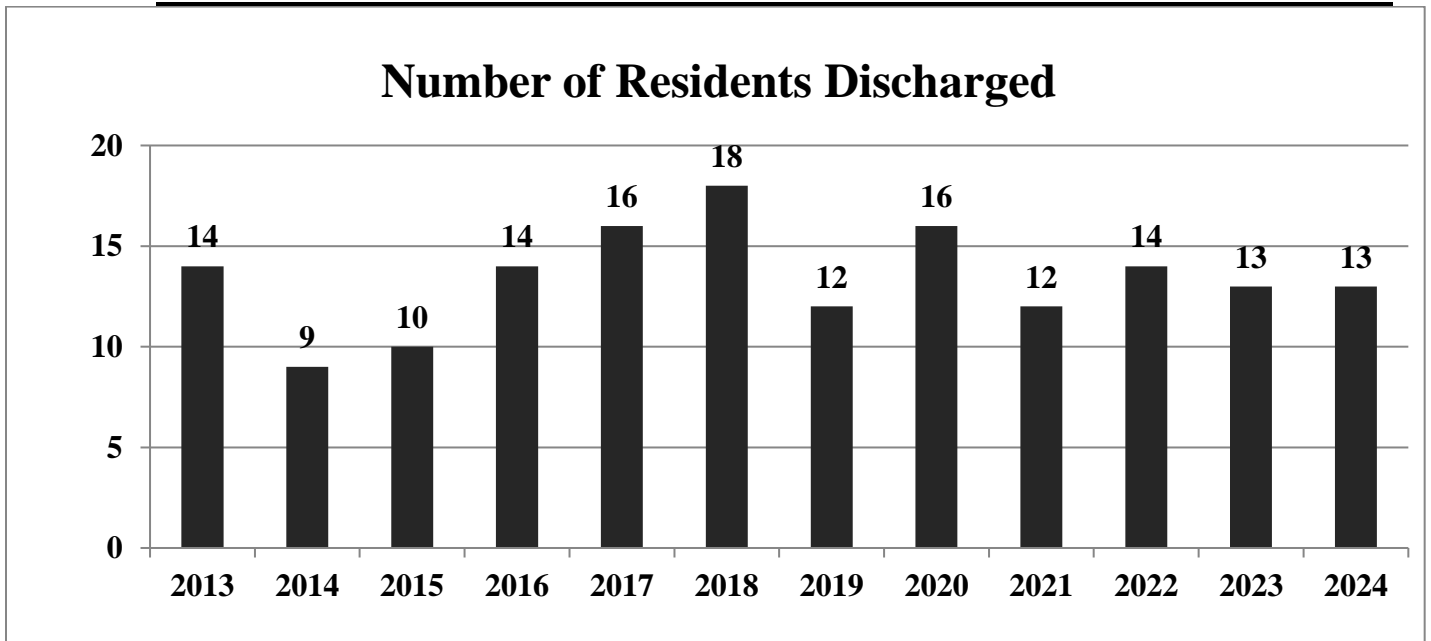
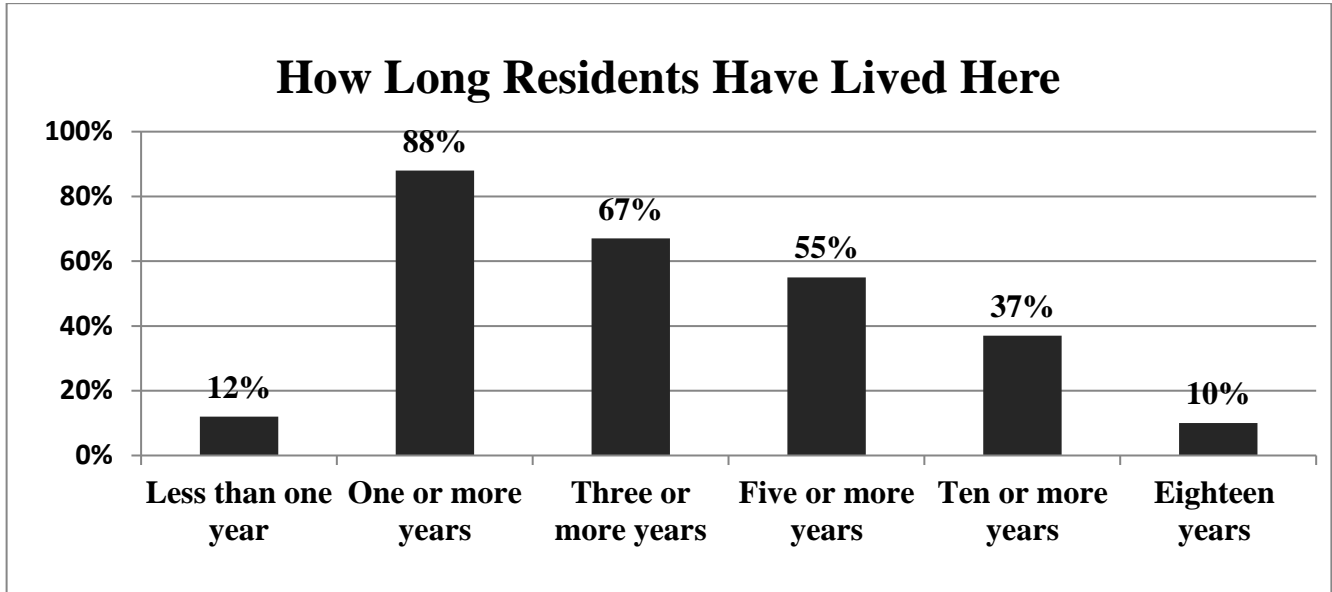


- **TWO-THIRDS OF RESIDENTS HAVE LIVED AT FRIEDMAN PLACE FOR AT LEAST THREE YEARS AND ONE-HALF FOR AT LEAST FIVE YEARS**

- 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 7.9 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

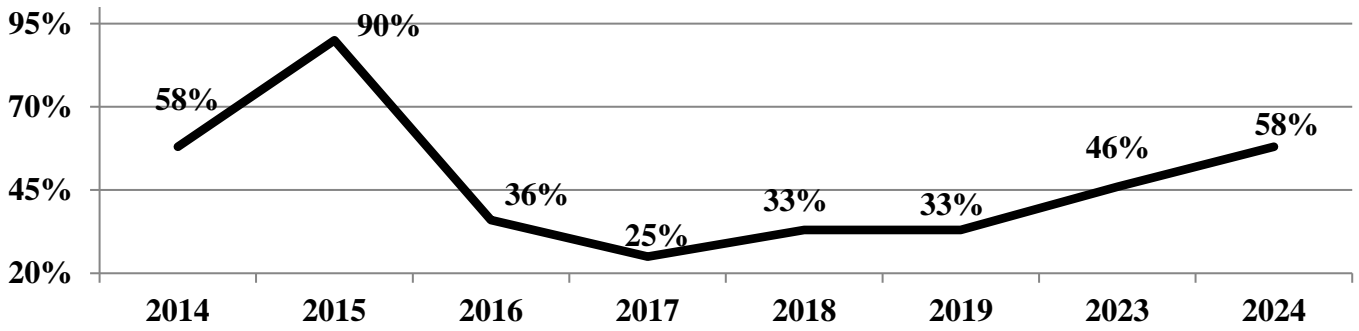
admitted in relatively poor health who end up moving into a nursing home within a few years because they require more support and assistance than Friedman Place can provide. The second group consists of people who are admitted in relatively good health or with health conditions that improve significantly 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).



Of those residents who were discharged, the longest-term resident had been with us for fourteen years and the shortest-term resident six months.

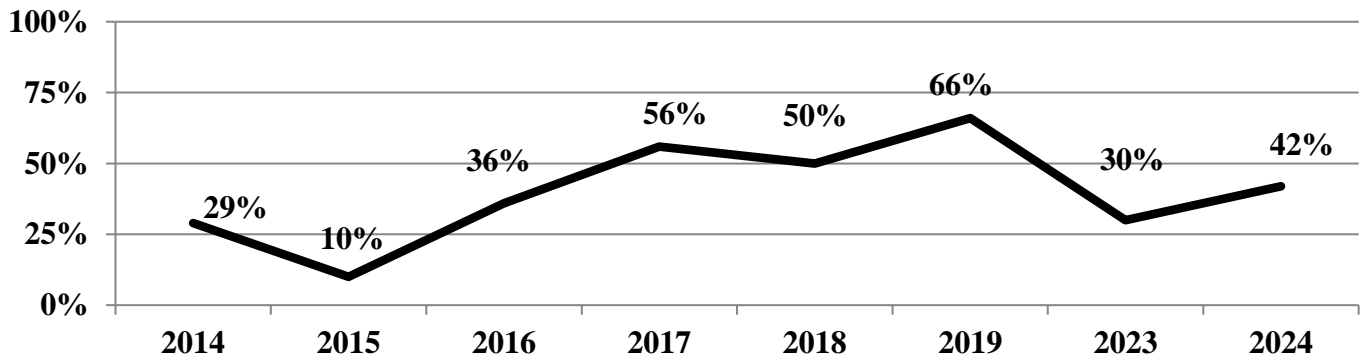
### Percentage of Residents Discharged to a Long-Term Care Facility



Note: This does not include the resident(s) who passed away while living at Friedman Place.

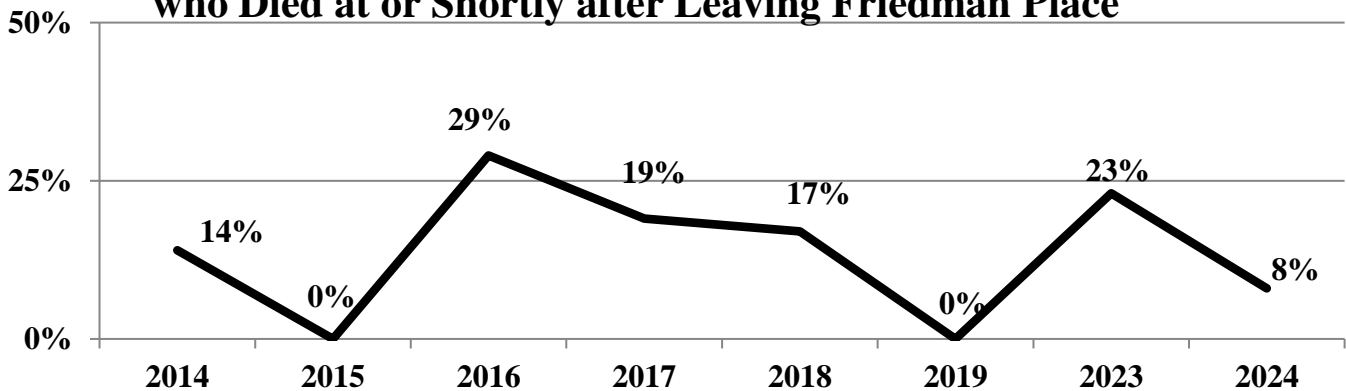
### Percentage of Residents Discharged to the Community

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



Note: This does not include the resident(s) who passed away while living at Friedman Place.

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



---

## 2024 RESIDENT SATISFACTION SURVEY

In the spring of 2024, seventy-six percent of the residents participated in a satisfaction survey. Historical results are also provided going back to 2013, just prior to the Agency undertaking a major reorganization. Overall, the residents of Friedman place reported that they were extremely satisfied with their home and the services that they receive.

### 2024 Results

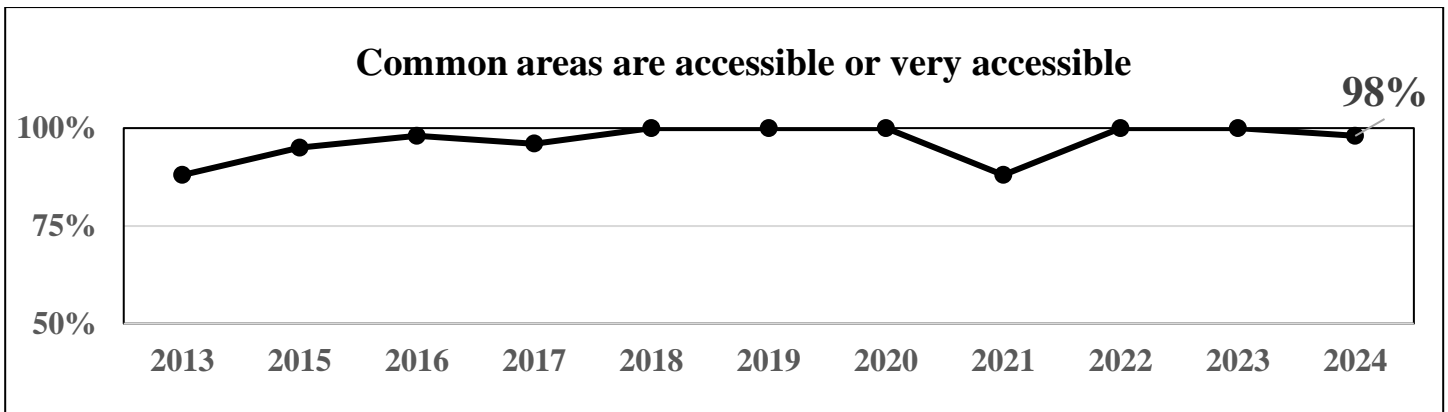
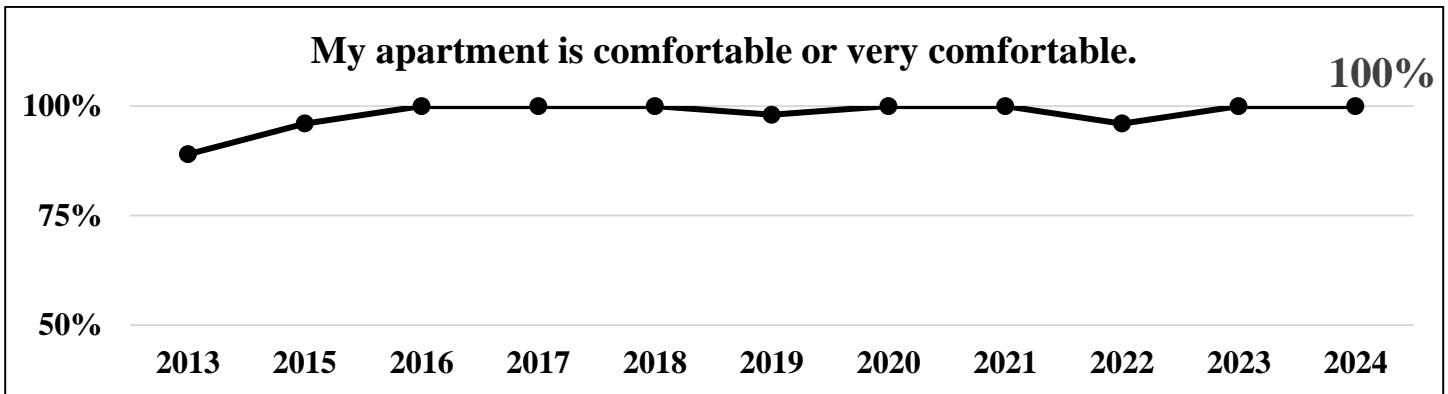
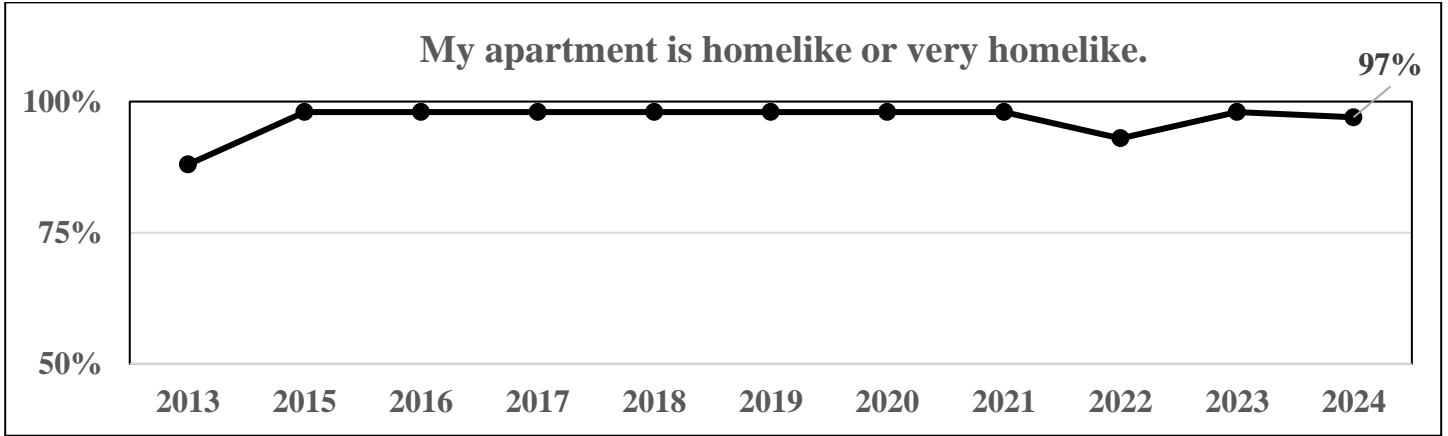
*I agree or strongly agree that:*

- My apartment is comfortable or very comfortable 100%
- I make my own lifestyle decisions 100%
- Common areas are accessible or very accessible 98%
- My apartment is homelike or very homelike 97%
- The quality of meals is good or very good 93%
- I would recommend Friedman Place to other adults who are blind 93%
- I feel safe here 93%
- The agency has improved my quality of life 92%
- I have a degree of control over personal preferences such as choice of meals, refusing services, etc. 91%
- I feel a sense of trust in staff 90%
- I am comfortable or very comfortable asking staff about a policy or procedure when I have a question 90%
- Staff are courteous and helpful 90%
- Friedman Place has helped me meet my personal goals 88%
- Policies and procedures are clear or very clear to me 87%
- I have opportunities to give input into agency policies and procedures 62%



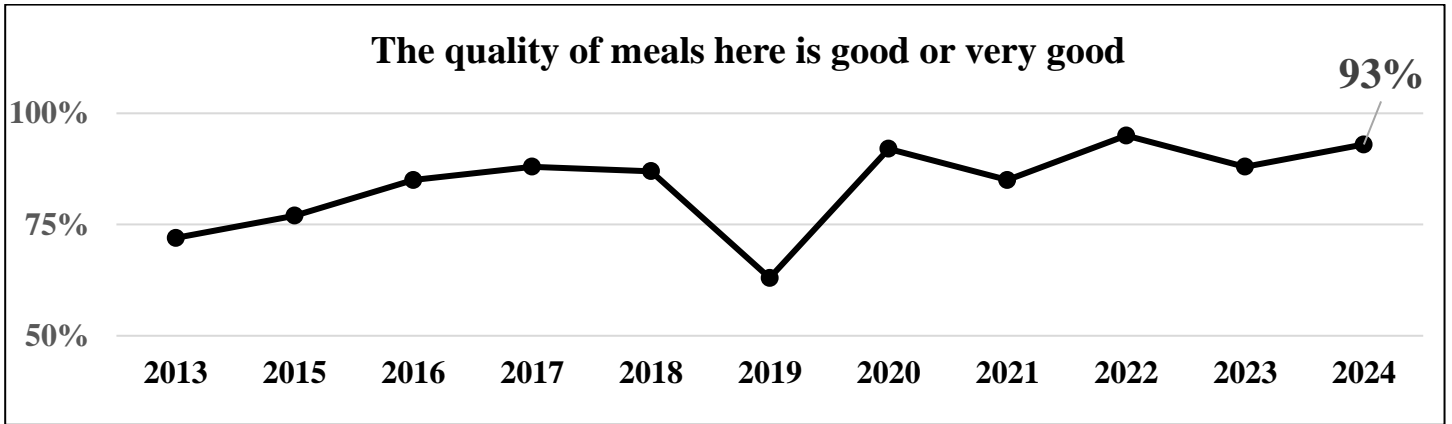
**PHYSICAL ENVIRONMENT**

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, Weaving Studio, and outside patios.



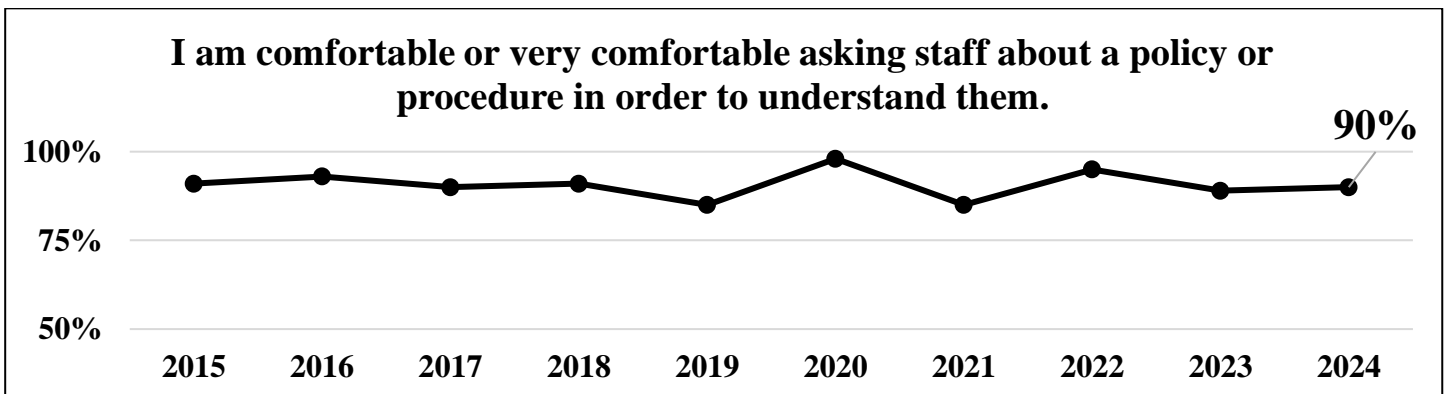
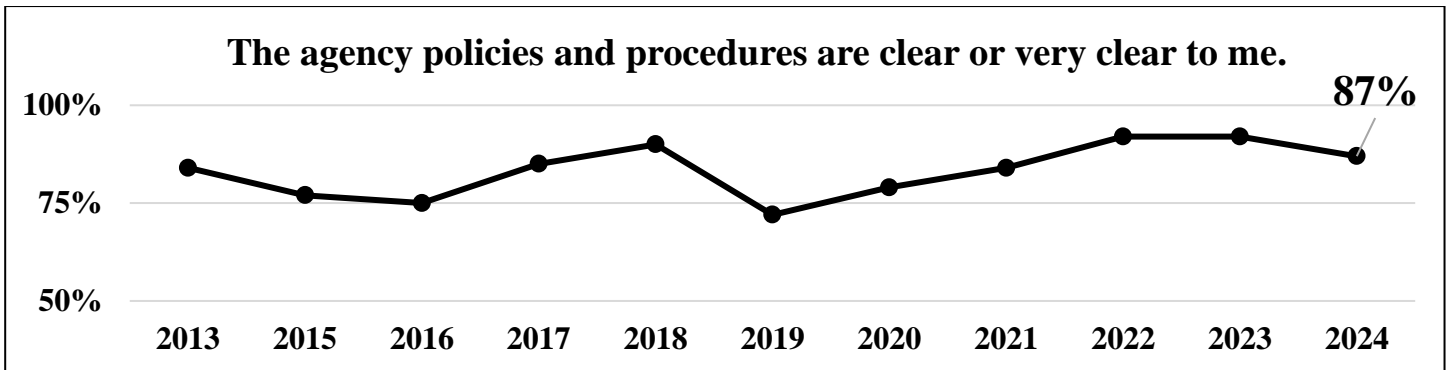
**FOOD SERVICES**

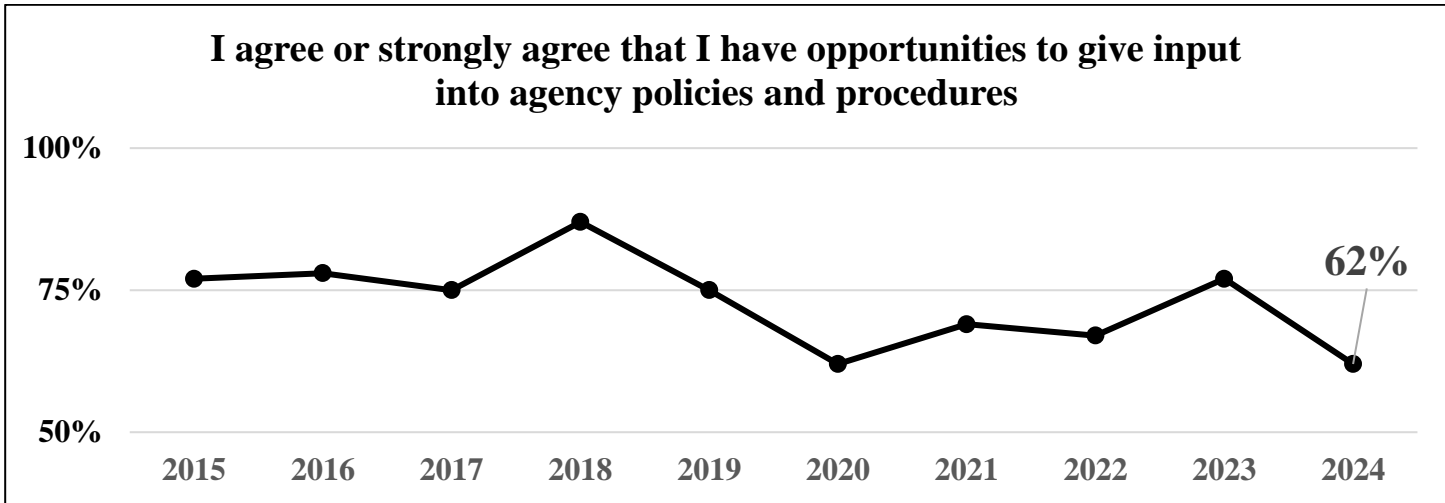
Three meals are served daily. Most meals are eaten in the main dining room but residents are welcome to bring them back to their own apartments and to get “to-go” meals when they are planning to be out of the building. A main entrée and wide selection of alternative choices are available at each meal.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



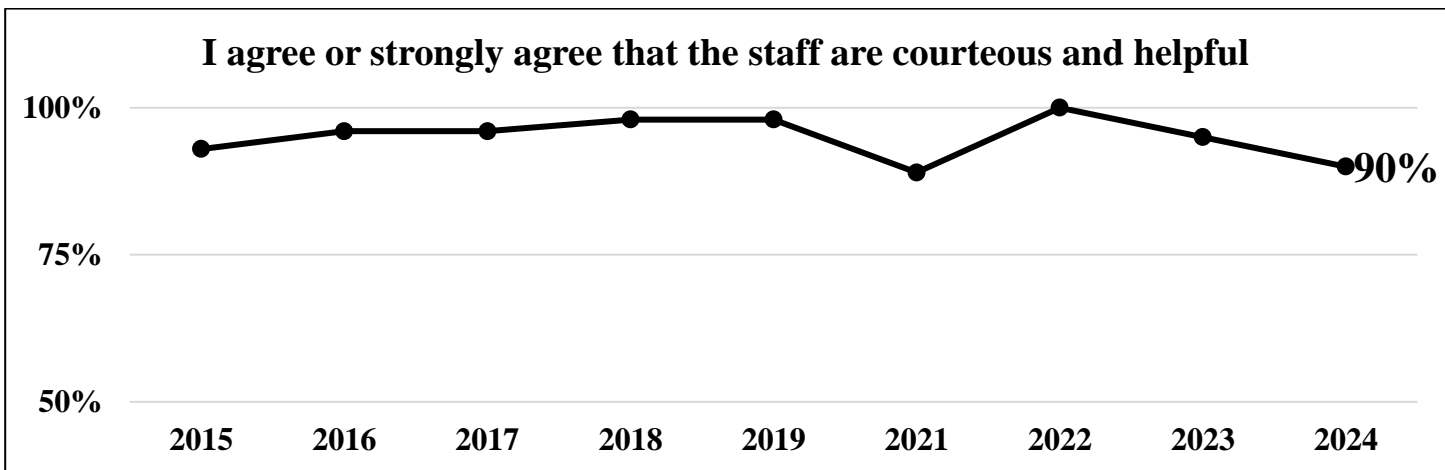
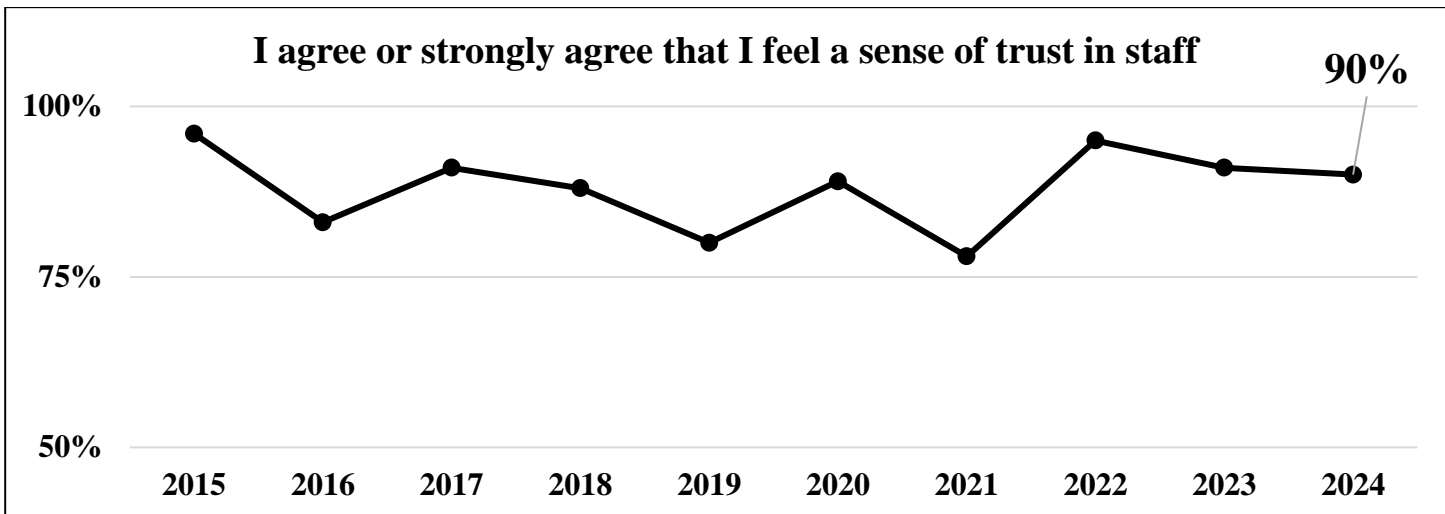
**GENERAL INPUT AND AWARENESS**

Friedman Place is licensed by the State of Illinois as a Supportive Living Program, and as such, is largely directed by the required rules, policies, and procedures (see Title 89, Social Services, Section 146, Specialized Health Care Delivery Systems), which significantly limits the input residents (or staff) have in their development.

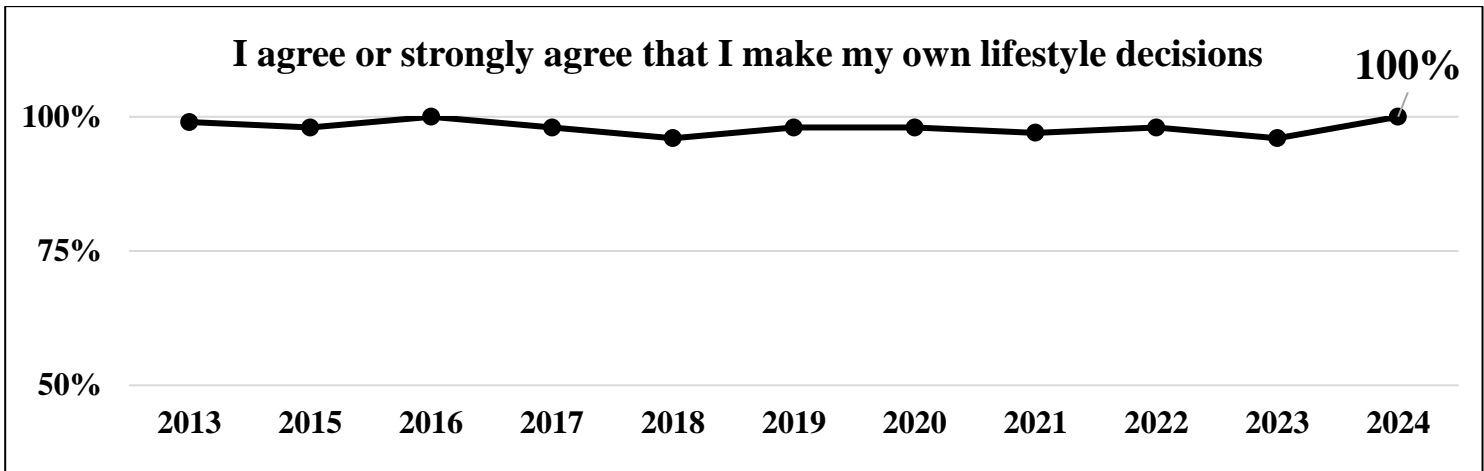
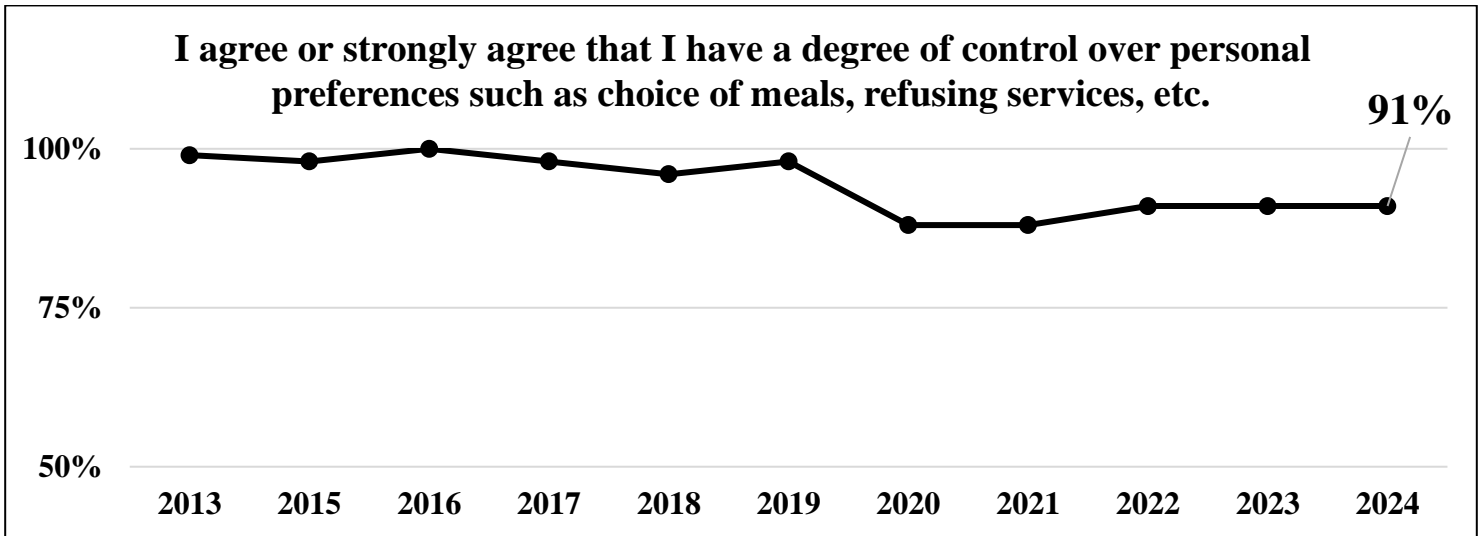
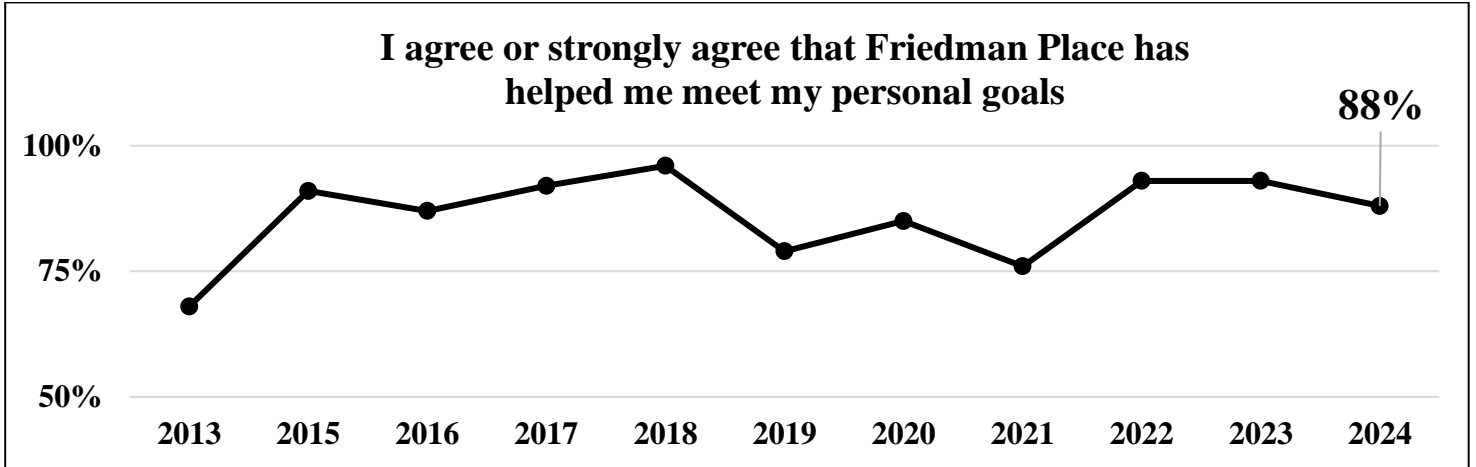


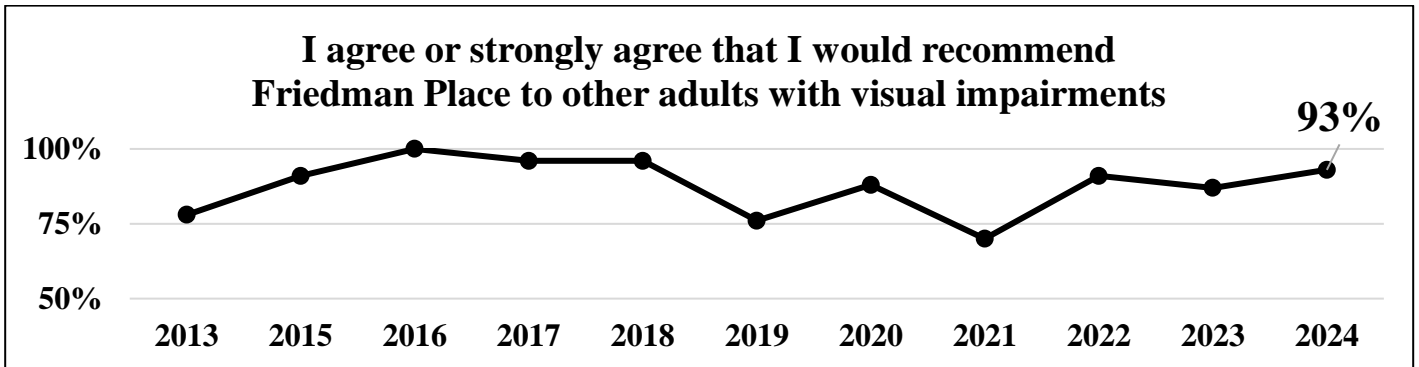
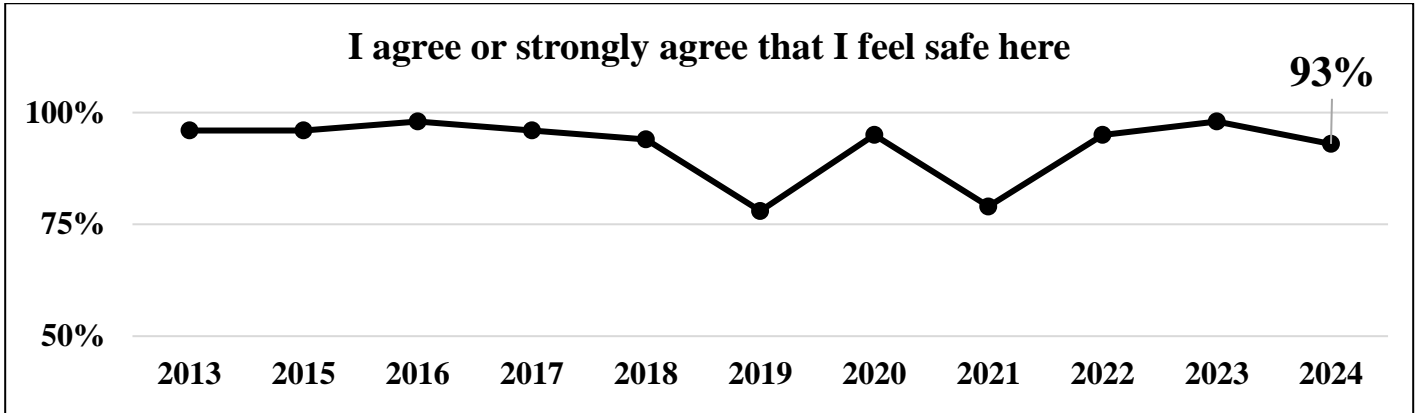
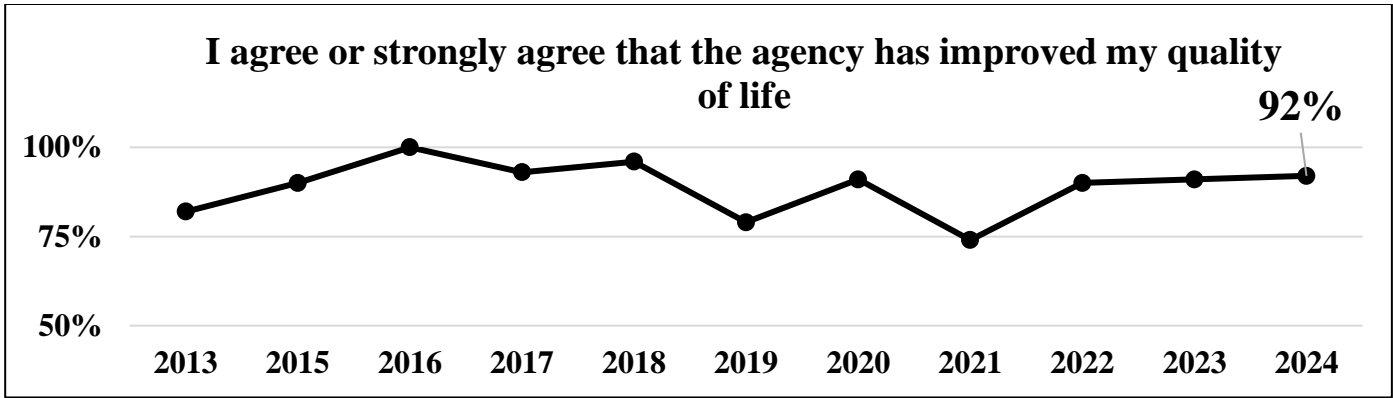


**STAFF RELATIONS**



**QUALITY AND GOALS**





**Comments**

Friedman Place residents make up a diverse and varied community, with some coming from extremely difficult and challenging situations and who are very glad to find a safe place to live, and others from very happy situations that circumstances forced them to leave when they would prefer not to (for example, due to worsening illness or the loss of family or other caregivers). Friedman Place is proud of the aggregate scores reported above but also believes that it is important to be transparent and publish all the comments offered, both complimentary and critical.

- There should be classes teaching residents how to use their cane properly
- There should be a completely new staff and director.
- I want more input from residents regarding their personal life choices.
- More assistance with laundry would help and a shave helper
- Loves the weaving, ceramics and shopping opportunities
- Better quality of food please, it is terrible, people don't like to say anything, but they agree
- I feel good
- You should ask for comments up front instead of the end. I've taken surveys since I came here. Nothing has changed for the better. As far as no one is caring about how to do and what to do. It's like everybody is discombobulated. Like they can't think. And when you bring it to their attention, they look at you stupid. Like you're stupid. They ask a lot of questions. A lot of irrelevant questions. They don't ask pertinent questions. Phone is on the wrong side of the room. Have to travel to the other side of the room when someone calls, or he wants to call. When I'm not feeling well that's kind of difficult for me. All I do is go down to the cafeteria and down to dinner. I don't go to any other place because I'm not able to. It's very difficult for me to. Was accessible when I walked with a normal cane. Now the cane has wheels on it, a standup cane and it makes it hard to open doors and to go through doors. Just getting out of my apartment to go down to the cafeteria I have to really pay attention to what I'm doing because if I don't I have a problem. What they give you is not healthy. They give you a lot of manmade stuff. Not much cooked food. They give you processed food. I'm used to cooked food. I'm not used to something prepared already somewhere else and just heated up. I don't understand why they don't cook food here, why they give you food with no taste. I do it myself. I have to be my own advocate. No one understands what I need and what I'm looking for. I have to explain in detail when I have problems. There's no one who really understands what I'm going through in the process of going blind. I have back trouble that causes difficulty in walking at time. I came here going blind. It has progressed and I'm having trouble getting what I need. I don't know what to do about it. I'm walking through this by myself My door is never locked unless I leave the building Need to have a medical doctor as director or something that can look out better for blind people. Not someone that just has a certificate of letters, a letter doctor. They can look at you and notice from your gait, how you're walking, how you're interacting with things. The difference and the change in you as opposed to someone who has read a book all their life about the same thing and hasn't encountered it.
- Friedman Place is a nice home. And it's very independent living. And it's a fun place. And I like to pray. I like doing my own laundry. And I love making my own bed myself. And I like the music that I listen to. I learned how to play keyboard and piano. I'm still learning. I'm learning to play some songs. I enjoy the activities at Friedman Place. I love sitting outside when it's nice and warm. And I enjoy Friedman Place.
- Once the executive director makes up his mind, that's the way it is. Wish they had more ground beef. Helpful but don't know how to treat us as adults. A little bit condescending at times. The ones who did treat us as adults are gone. The turnover rate here among staff and residents is really high. The more veteran staff are no longer here. So that's why I have to cut a lot of them a lot of slack because they are just learning their positions. I wish they would do more thorough background checks on applicants. I hear they are taking applications from people just released from mental institutions - that's in the rumor mill - and I'm concerned about the people coming here being stable. I would believe it more if I had heard this from a staff person. I didn't realize there are people with multiple problems when I moved in. I'm used to it now. People should know this is a long-term health facility. Get better equipment

for the laundry rooms that isn't constantly breaking down. If the cost of this would be out of sight, don't bother, but I wish we had pressurized toilet tanks rather than gravity so they don't clog as easily. If there's any conceivable way to heat up the smoking area in the dead of winter, I wish they could do that. A safety concern - make sure when they clean the smoking area they empty the ashcans, especially the plastic ones. More than once I've smelled burning cigarette butts. I think this is a fire hazard.

- We have a problem with a cheap camera system. A gentleman who had just gotten back from dialysis was trying to get into his room. He slipped and fell and ended up bleeding to death. They didn't even tell the truth about it. The gentleman thought the camera system worked. It's a \$50 system. If it was a good system, he would still be alive. They need to replace the camera system. I enjoy the independence. I do a lot of independent outings, like to the symphony. Today I did a sailing - best kept secret in Chicago - is that there are \$100 sailing lessons for the handicapped. I like that they help pay for independent outings and that they encourage (though half-heartedly) people to do it. I've done it for seven or eight years now. I don't do a lot of the organized outings. I should because they are good outings, I hear. That's my loss and not on them. I think our director has been there way too long. He's a good man but he needs better challenges because he just takes on certain people and hopes they leave. If they don't, he gives 30-day notices and it's hard for them to work out a way to stay. Residents don't know how to challenge it and they end up leaving, in particular the cognitively challenged residents.
- I wish they would allow oven or cooking appliances.
- I feel that I can talk to some of the people personally about personal things and I feel I can trust them.
- Overall, I thank the staff for what they do they need to feel appreciated and shouldn't take everything for granted. I'm sure they work very hard to keep this place running smoothly
- Friedman Place is very much a happy for me to be. It is nothing but happiness for me being here.
- A lot of maintenance needs are not being met, I had to call several times before an apartment leak was dealt with. When I was having issues because my apartment would flood, I was concerned, and I wanted Certified Nurse Assistants (CNA's) to come into my apartment and check and they did not and they said they were going to call maintenance and I thought it was the CNA's job to help with that. I would also like to mention that one day there was a smoke smell on the 2nd floor, the CNA said that she would be down in 15 minutes because she was doing something else. It was not from my apartment; it was from outside and the social worker came into my apartment and said it was because someone burnt toast. On the weekends the CNA's are very delayed in getting things done to help you during the day. When the housekeeper comes into my apartment, they leave the cart in walkways and does not clean the apartment to my standards. Other than that, I think the services are great and we are able to do what we want to do when we want to do it and they are very fluent in telling us what is going on. We can go to people to get what we need.
- You guys are really doing a great job
- I feel that things aren't being done at my convenience like maintenance needs.
- I really love this place. I really want to stay here.
- I'm thankful all the staff at Friedman Place. I love it here!
- I would like to be able to have the windows as open as we would like to like before. And I wish there was a way to get back in the building if I want to sit on the first-floor terrace at night.

- Friedman place is a nice place, some of my neighbors are nice, I pray for certain neighbors' hearts to be softened. I pray to God to keep doing what I'm doing. I pray for more nice residents to move in.
- The atmosphere of respect and kindness here at Friedman Place is palpable.
- I should have my toaster oven if I want to. I know how to use it. Let those who know how to do things do them. Let others have the extra help they need. You can't force someone to take something from you that belongs to you when you move into an apartment, even if it's really really bad. That's communism. I didn't want to come here. It changed the way I'm acting. For the most part I'm so crabby. They did something unfair to someone that I knew that shouldn't have happened. I'm really ticked off.
- There can always be room for improvement in the dining room, more choices than just the ones that they have, but the food here is good. I wish there were more healthier choices.
- I would like to see things be a certain way. More volunteers, I would like my volunteer to come back because there are certain places I would like to go like out to eat.
- The driers keep on breaking, maybe we should lock the doors at night. I think we should allow smoking in the apartments, primarily to avoid the constant fighting going on the smoking deck.
- Sometimes I feel like maybe the CNA's are overworked.
- I wish some of the walking areas were safer for people with balance problems

---

## 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 **100,000 individual balanced, nutritious meals** in the last year, prepared in our own professional commercial kitchen. Breakfast is served from 7:00am – 9:00am, lunch from 11:00am - 1:00pm, and dinner 4:00pm – 6:00pm. 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 filet; 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 **7,200 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 **20,000 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 **7,000 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 almost 300 **hours of training from an Orientation and Mobility Specialist** 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 **90,000 hours of service by all 65+ 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

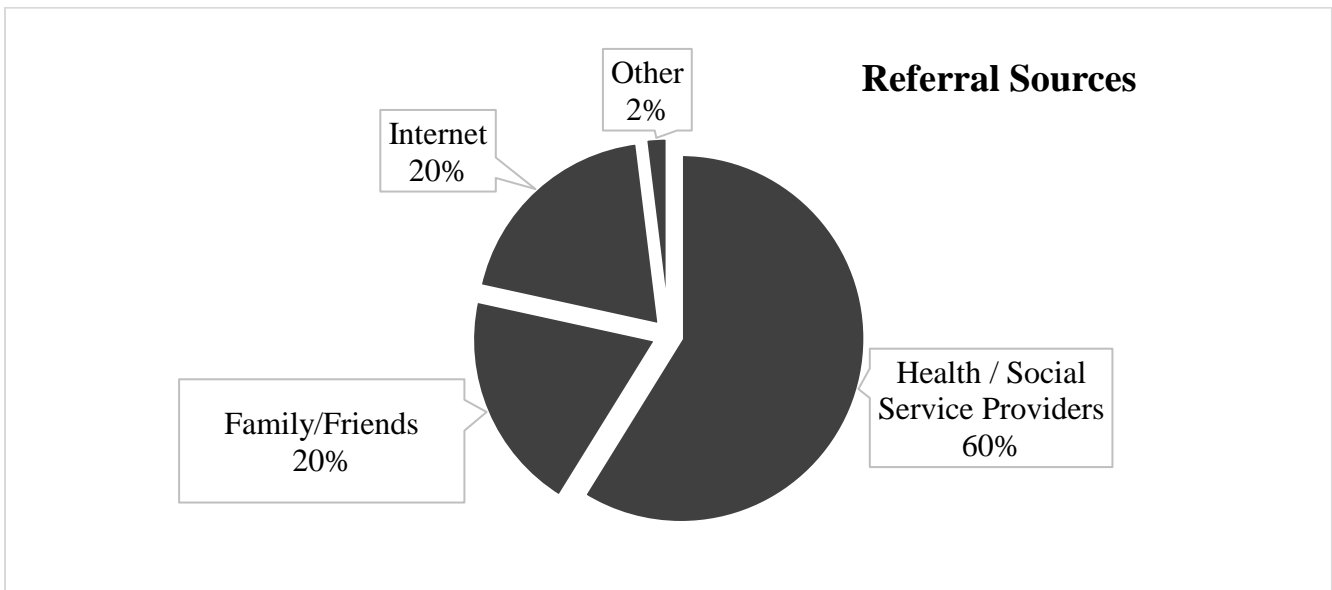
hour. Other activities included bowling, reminiscing, religious services, creative writing, advocacy group, movies, musical history, etc.

- 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 **4,000 hours of Therapeutic Weaving** to approximately 35% of the residents.
  - 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.
  - Provided **case management and supportive services to 160 people who are blind living throughout Illinois through our Navigator Program**
    - with 75% living below the poverty line
    - 75% aged 50 or older
    - 350 clients served since the program's inception in 2019
  - **Through the Rental Assistance Program, provided over \$100,000 in rental assistance people throughout Illinois** who have low incomes and are blind and renting their own apartments.
    - 35 clients received monthly rental subsidies of \$300 per month, every month
    - Over \$300,000 in rent subsidies have been given since the program's inception in 2019\
  - **THERE IS A GREAT NEED FOR THE AGENCY'S SERVICES**
    - Approximately 4 people apply for residential services each month and several more request information without applying. Of those who apply, approximately 25% ended up on the waiting list and 20% moved in. People are put on the Waiting List only when their applications are fully processed, and they are deemed eligible.
    - The time from when someone is placed on the Waiting List and an apartment becomes available for them to move in can vary from 1 – 6 months.
    - 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, painted and/or renovated a vacant apartment.
    - Approximately 50 people applied for residential services. Of those, approximately 25% were placed on the Waiting List and as of December 2024 all but four had moved in.
    - The application process can vary between 2 – 4 months, usually depending on how long it takes for all the medical records to be received..
  - **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, Counselors, and Case Managers 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

## **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. Menus are posted and available in a variety of accessible formats. State regulations require that the meals be prepared on-site by agency employees.

While the menu changes weekly, below is a representative sample. Sandwiches, pizza, burgers, and other items are also always available if the resident does not like the any of the main items being offered.

**Healthy Choice (changes weekly and is available at every meal all week): Couscous Salad, with Feta, Mint, and Tofu**

<p><b>Monday</b>  <b>Breakfast meat: Pork bacon</b>            Pastry of the Day: Muffin  <b>Alternative: Beef Stew</b>            Lunch special: McRib            Dinner special: Ham Fried Rice            Soup: Corn Chowder            Vegetable: Cream Corn            Dessert: Dessert Day  <b>Fish: Catfish</b></p>	<p><b>Tuesday</b>  <b>Breakfast meat: Chicken sausage patties</b>            Pastry of the Day: Danish            Alternate: Beef Fajita            Lunch special: Grilled Cheese with Bacon and Tomato            Dinner special: Scallops with buttered noodles            Soup: Split Pea            Vegetable: Pinto beans            Dessert: Sugar Cookies  <b>Fish: Salmon</b></p>	<p><b>Wednesday</b>  <b>Breakfast meat: Pork sausage patties</b>            Pastry of the Day: Kringle            Alternate: <b>Turkey Dog</b>            Lunch special: Spanakopita            Dinner special: Friedman VS Arby’s. Roast Beef and Cheddar w/ curly fries            Soup: WI Cheese <i>pork</i>            Vegetable: Peas            Dessert: Chocolate Ice Cream Cup  <b>Fish: Whitefish</b></p>
<p><b>Thursday</b>  <b>Breakfast meat: Ham</b>            Pastry of the Day: Cinnamon Roll            Lunch special: Pesto Chicken with white rice</p>	<p><b>Friday</b>  <b>Breakfast meat: Turkey links</b>            Pastry of the Day: Apple Fritter  <b>Alternate: Pot Roast</b>            Lunch special: Fillet-o-Fish with</p>	<p><b>Saturday</b>  <b>Breakfast Meat: Canadian Bacon</b>            Pastry of the Day: Donuts            Alternate: Burgers            Lunch special: Pizza Bagel</p>

Dinner special: Beef brisket Sandwich Soup: French Onion Vegetable: California Blend Dessert: Brownies <b>Fish: Cod</b>	tartar, lettuce, tomato Dinner special: Coconut Curry Chicken Soup: Boston Clam Chowder <b>Vegetable: Roasted  Vegetables</b> Dessert: Lemon Blueberry Cookies <b>Fish: Haddock</b>	Dinner special: Chicken Tinga Tacos Soup: Vegetable Vegetable: Succotash Dessert: Oatmeal Creme Pies <b>Fish: Tilapia</b>
<b>Sunday</b> <b>Breakfast meat: Chicken  sausage links</b> Pastry of the Day: Pop Tart <b>Alternate: Fried chicken</b> Lunch special: Italian Pasta Salad Dinner special: Chicken Fettuccine Alfredo Soup: Homestyle Chicken Noodle Vegetable: Broccoli Dessert: Fig Newton <b>Fish: Mahi Mahi</b>		

## **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.

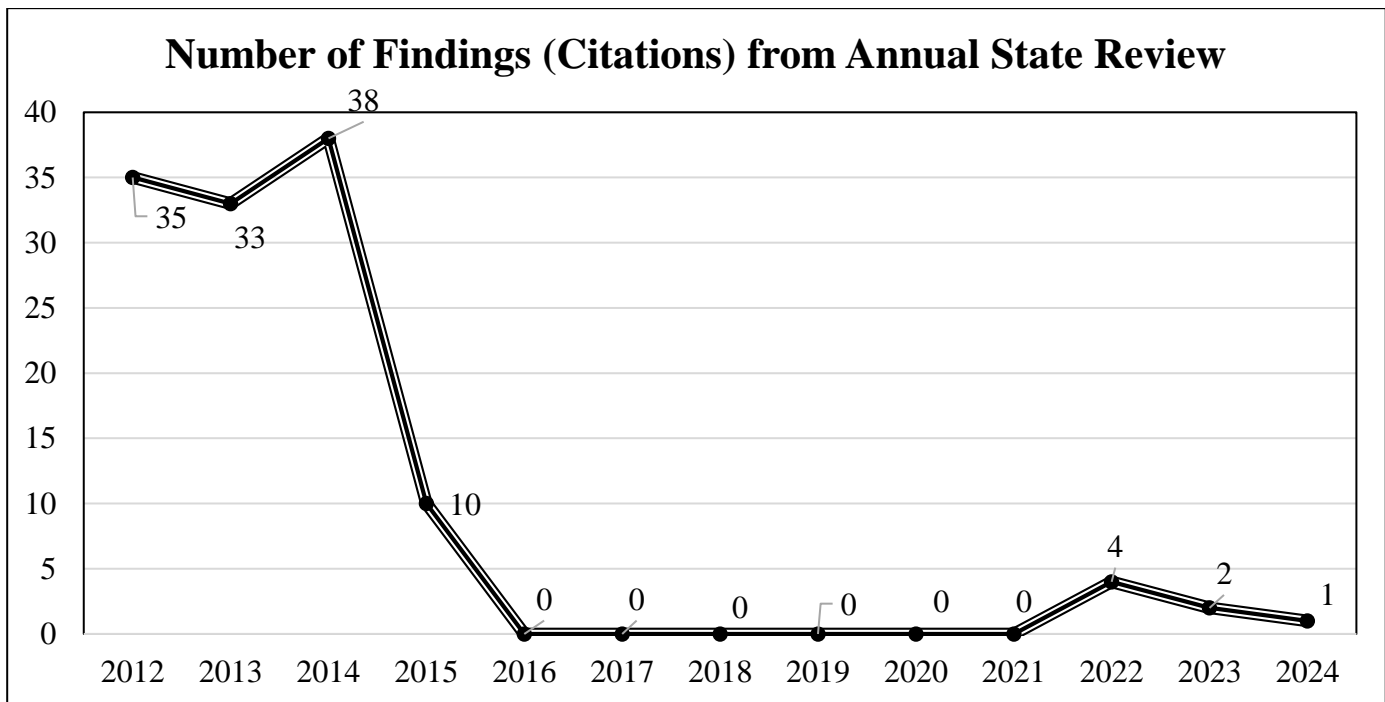
## QUALITY MEASURES

- **THE ANNUAL REVIEW CONDUCTED BY THE STATE OF ILLINOIS AGAIN RESULTED IN AN EXCELLENT SCORE.**

Out of nearly one hundred residents served and broad and extensive regulations, only one area was cited: a single administrative paperwork item unrelated to resident care. Quality of care was never affected.

This achievement is just another demonstration of the fantastic, caring, skillful work that staff do to enhance the lives of our residents each and every day!

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>2024</b>	The residents' signature on a particular document must be witnessed by someone unaffiliated with Friedman Place (i.e., not an employee, etc.) and was not.
<b>2023</b>	Residents who have been in the hospital and / or rehabilitation for over 30 days must receive an updated assessment form upon their return, and this was not done.
<b>2022</b>	The incorrect service plan form was used; one type of form is used for one type of insurance and another form for another type
<b>2021</b>	No findings by the state reviewers – a perfect 100% score

<b>2020</b>	No findings by the state reviewers – a perfect 100% score
<b>2019</b>	No findings by the state reviewers – a perfect 100% score
<b>2018</b>	No findings by the state reviewers – a perfect 100% score
<b>2017</b>	No findings by the state reviewers – a perfect 100% score
<b>2016</b>	No findings by the state reviewers – a perfect 100% score
<b>2015</b>	10 findings by the state reviewers 45% for employee background checks not having been completed on time 26% for medications not being properly documented 3% for TB testing of employee not having been completed on time 13% for assessments not being properly completed on time 13% for service plans not having been completed on time
<b>2014</b>	38 findings by the state reviewers 70% for employee background checks not having been completed on time 30% for TB testing of employee not having been completed on time
<b>2013</b>	33 findings by the state reviewers 15% for lack of the state’s pre-certifying assessment of residents 18% for employee and resident background checks not having been completed on time 24% for assessments not being properly completed on time 9% for service plans not having been completed on time 33% for incomplete quality assurance and emergency contingency plans
<b>2012</b>	35 findings by the state reviewers 9% for TB testing of employees not having been completed on time 80% for service plans not having been completed on time 9% for assessments not being properly completed on time 3% for not having emergency drills documented properly

### **COMPLAINT RESULTS FROM THE STATE**

- We received the results of twelve complaints to the state, all of which were unsubstantiated or “unfounded”
- We are never told the nature of complaints, but can often get an idea from the questions asked and documents requested. Most appear to be outlandish claims of residents being forcibly discharged without any documentation, staff stealing a resident’s electric scooter (which had broken and the resident had given away), not providing transportation to shopping (which we do weekly), etc.



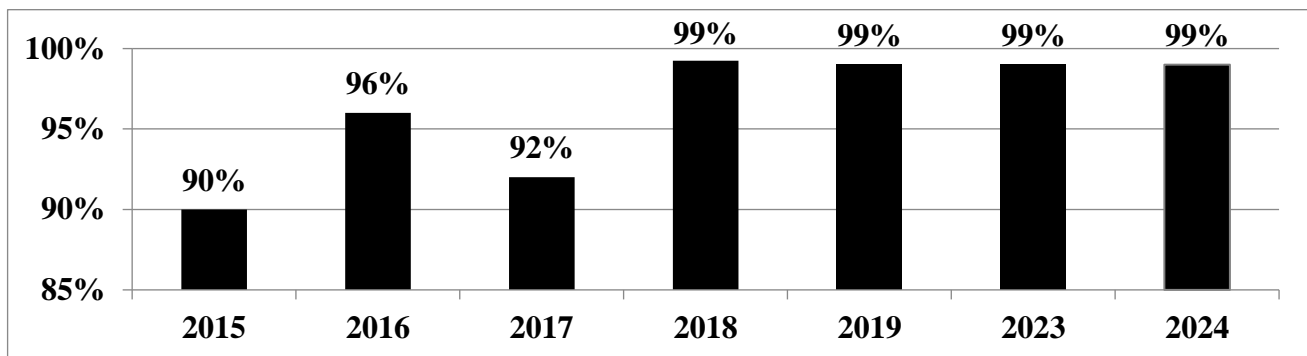
- **THE AGENCY HAS A ROBUST AND COMPREHENSIVE QUALITY ASSURANCE PROGRAM IN ORDER TO SUPPORT AND MAINTAIN VERY HIGH-QUALITY SERVICES**

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

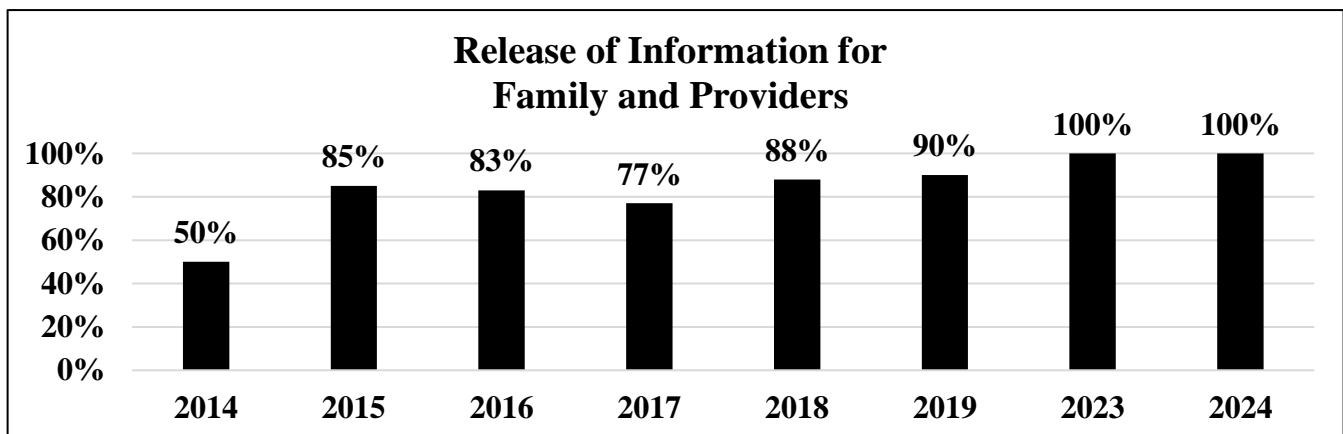
**Assessments & Service Plans:** Nurses complete Resident Assessments/Service Plans Quarterly. Assessments are comprehensive instruments that consider a broad range of physical and psychological health and functioning, including health conditions; cognition; vision; communication; mood and behavior;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

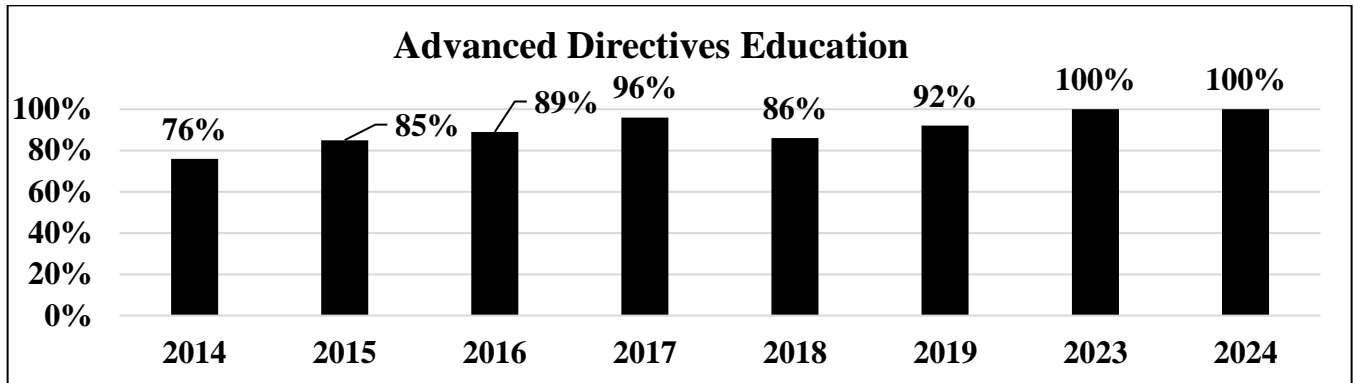
**Care Plan Compliance – “To-do’s”:** Certified Nursing Assistants provide a wide range of services to residents that are identified in the Assessments and outlined in the Service Plans. Services such as medication reminders, laundry and personal grooming assistance, taking of vital signs, etc. are documented in electronic healthcare records to assure completion. In 2024, there were over 13,000 tasks completed.



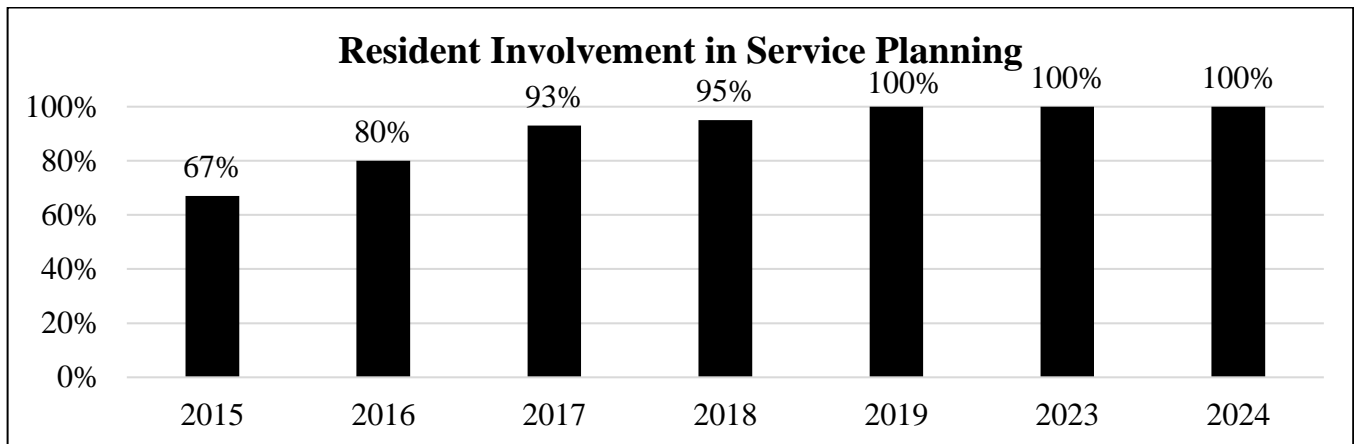
**Authorization for Release of Information:** To support the autonomy and independence of Nurses and Social Workers complete Release of Information forms annually with residents so we can coordinate care with doctors, family, and other providers. The lack of a release does *not* necessarily indicate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



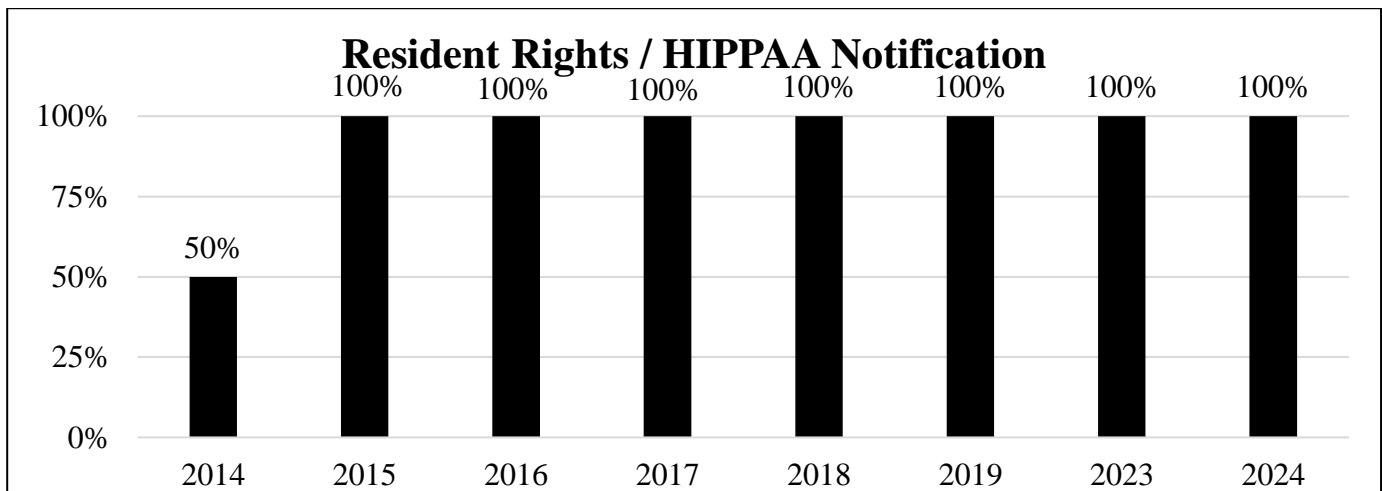
**Advanced Directives:** Nurses and Social Workers provide annual education on advance directives, including the Durable Power of Attorney for Health Care, Statement of Illinois Law on Advance Directives, Living Will, Declaration for Mental Health Treatment, and Do Not Resuscitate Directive.



**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.



**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.



## 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.

- **75% OF OUR STAFF IS TRAINED IN CPR & FIRST AID, INCLUDING ALL NURSES, CERTIFIED NURSING ASSISTANTS, DINING SERVICES STAFF, AND ACTIVITY DEPARTMENT STAFF.**

---

## 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 and some for earlier years. The language and formatting vary 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 – 45 hours to 30 individuals</b>
Provide at least 1000 hours of therapy / counseling to at least 60 individual residents	<b>Fully Accomplished – 1,260</b>

- **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 receive 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 can 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 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>	<b>Fully Achieved</b>	Four hours of direct training was provided by a dental hygienist with over 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.

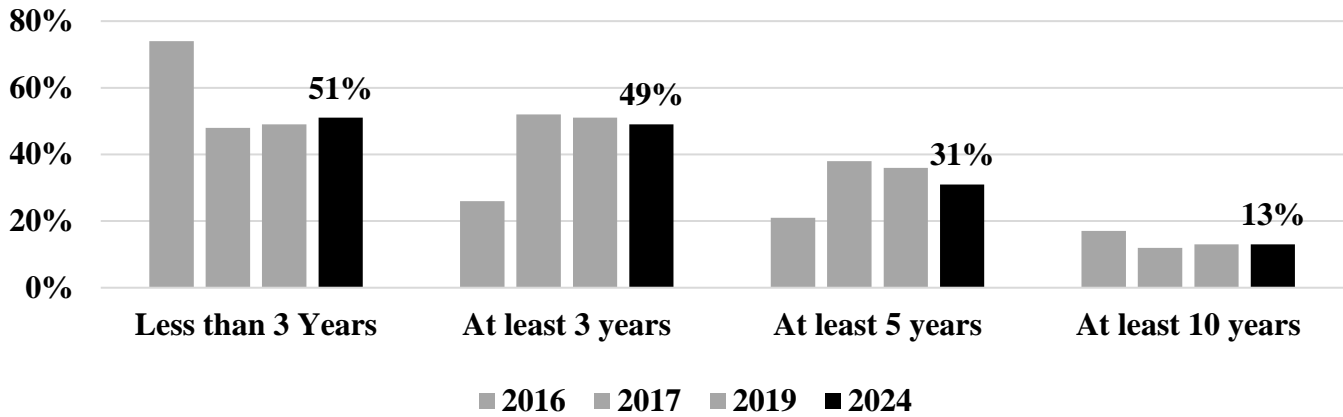
- Outcome: 150 individuals will be served: **Accomplished** - 160 people were served
- Outcome: 5,800 hours of services will be provided. **ACCOMPLISHED and Exceeded** (this includes the 200 hours of training below)
- Outcome: 85% of resident service plan goals (aggregate) will be fully or partially 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%**

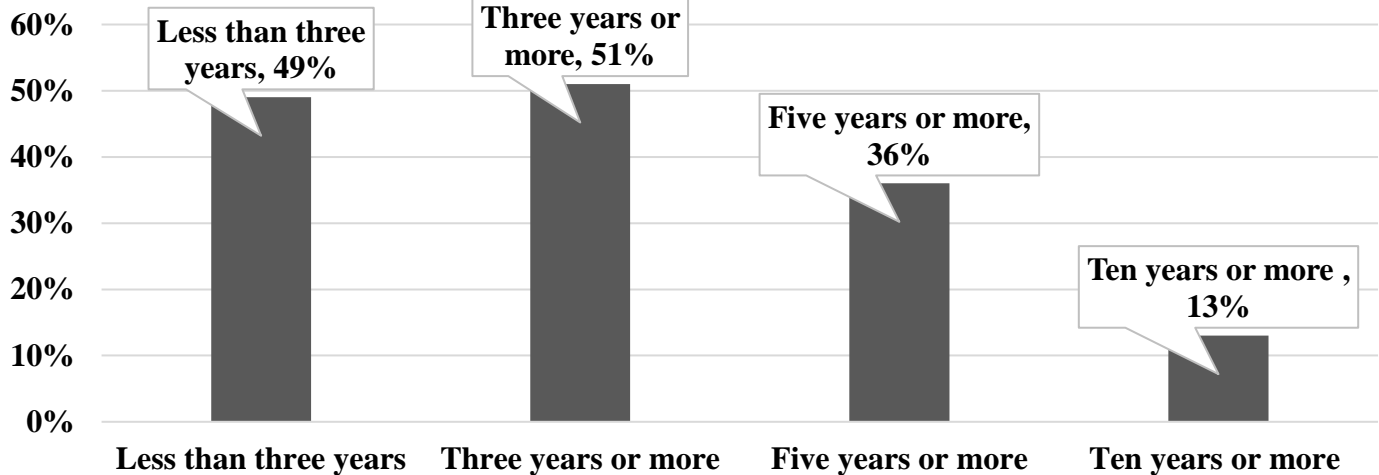
## **EMPLOYEES & VOLUNTEERS**

- **FRIEDMAN PLACE'S 65 EMPLOYEES TEND TO REMAIN WITH THE AGENCY, PROVIDING A SKILLED AND STABLE WORKFORCE**
  - Nearly 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 6.5% of all employees having worked for the agency over 15 years.

## Employee Longevity with Friedman Place



## Employee Longevity with Friedman Place



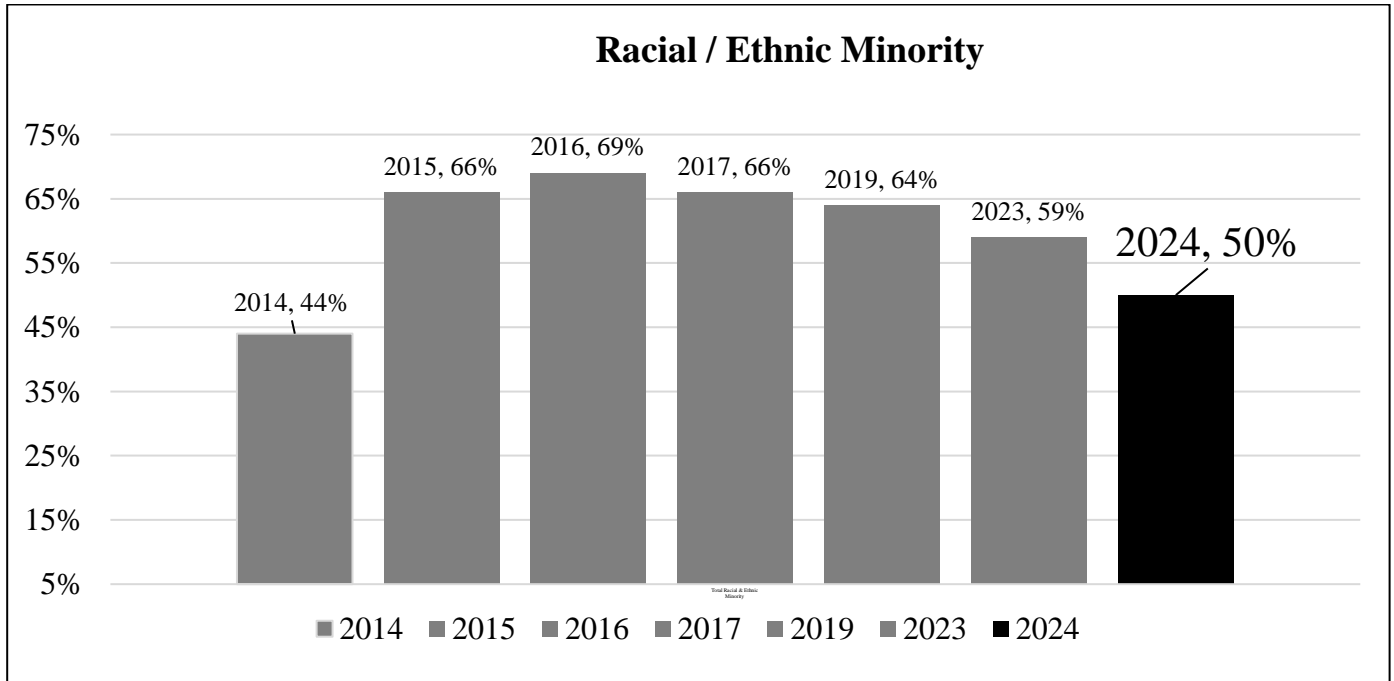
- **VERY FEW EMPLOYEES LEFT THE AGENCY THIS YEAR AND FAR LESS THAN MANY OTHER LOCAL NONPROFITS**

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

- The total turnover for the past eight years is 35%
  - The total turnover this year is below-average at 25%
- The total involuntary turnover – employees who have been told to leave - over the past eight years is 10%
  - The total involuntary turnover this year is below-average at 5%
- The total voluntary turnover – employees who have chosen to leave - over the past eight years is 25%
  - The total voluntary turnover this year is below-average at 22%

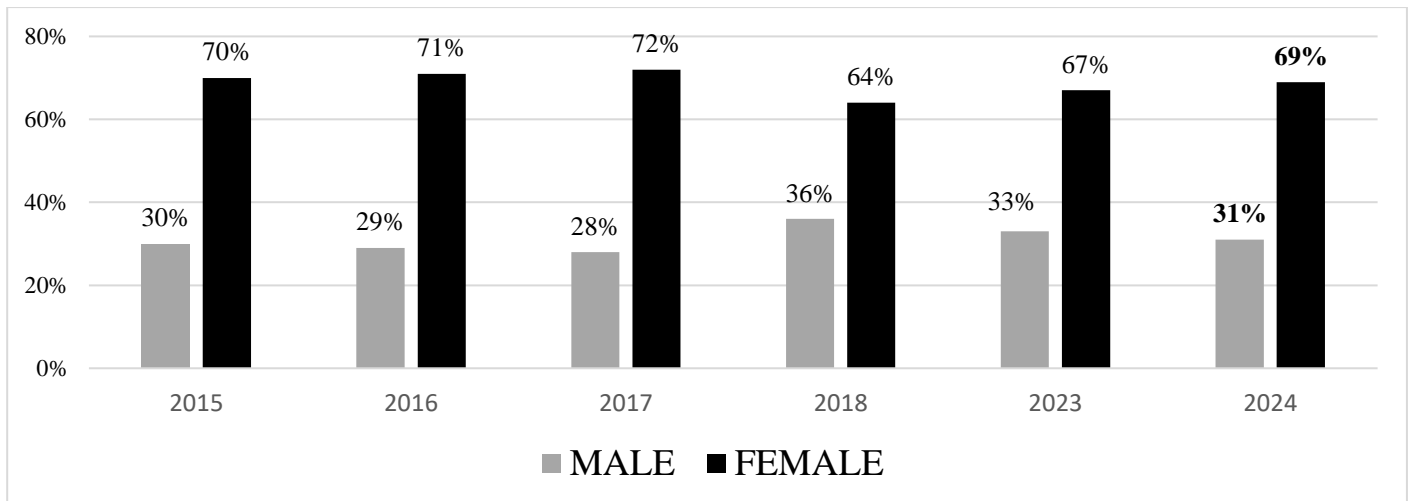
**• FRIEDMAN PLACE'S 65+ EMPLOYEES ARE ETHNICALLY DIVERSE**

- 12% Asian
- 12% Hispanic
- 26% Black
- 50% 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 2024 50%.



**• MOST EMPLOYEES ARE FEMALE**

- 67% Female
- 33% Male
- The ratio has remained fairly consistent over recent years.





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

- 13% ages 61 or over
- 47% ages 41 – 60
- 13% ages 31- 40
- 27% ages 30 or under



## 2024 Employee Satisfaction Survey

In the fall of 2024, **60% of employees responded** anonymously to a satisfaction survey. All questions offered five possible answers from best to worst on a Likert scale. For example, Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied, or Very dissatisfied.

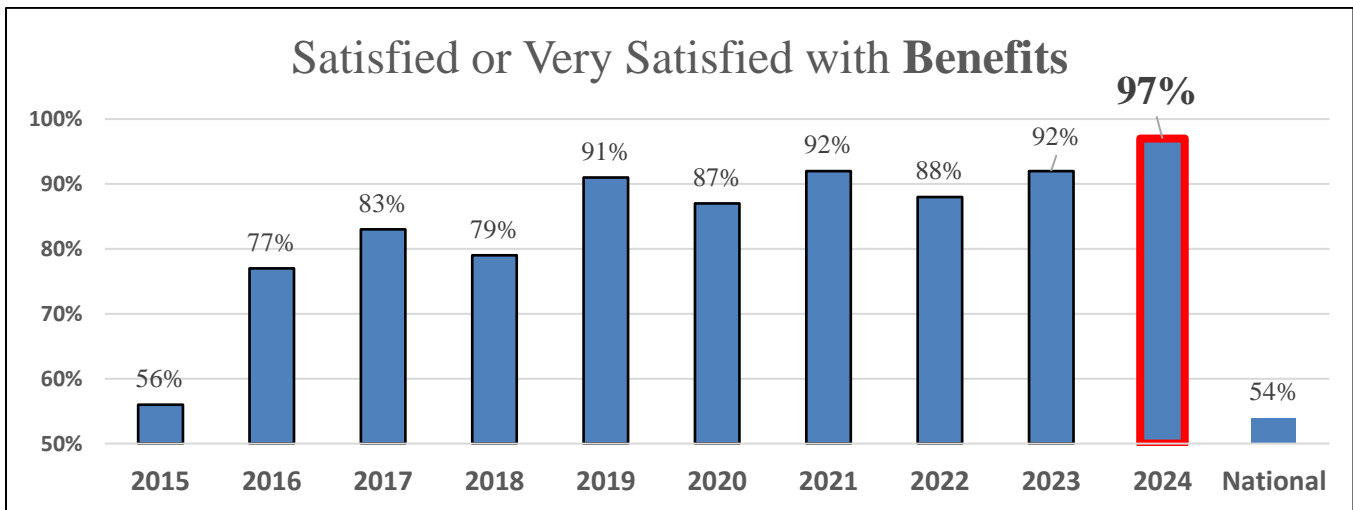
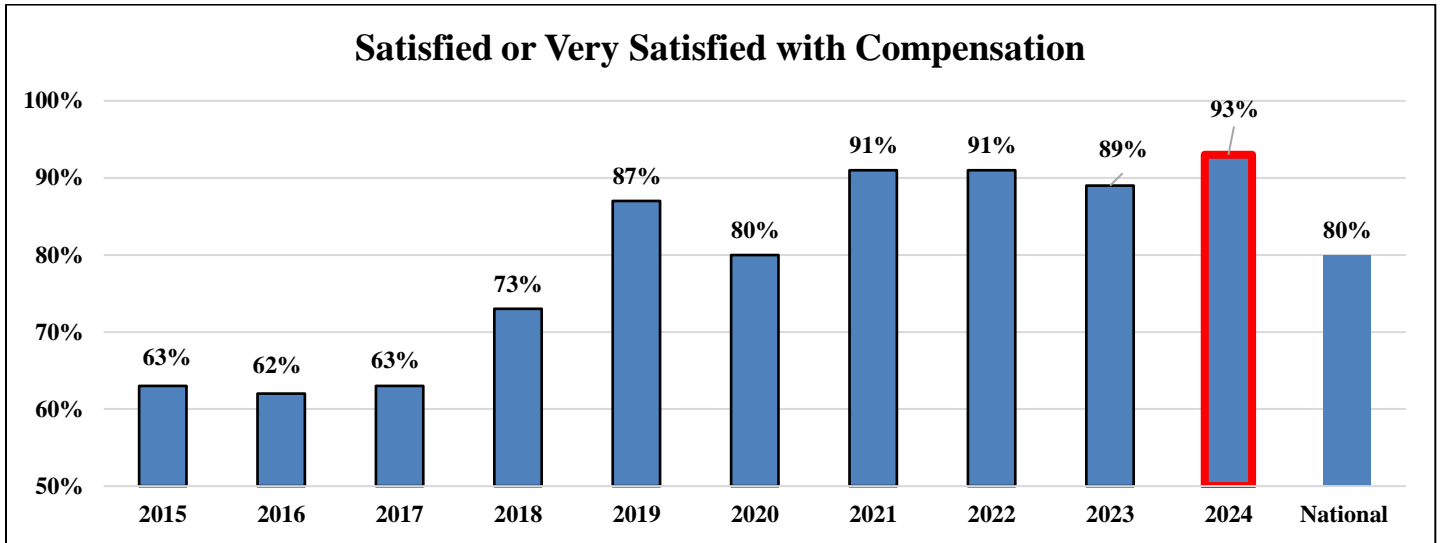
**95% - 100% of these areas were given best scores!**

- benefits
- respectful treatment given to employees at all levels
- job security
- trust of senior management
- respectful treatment given by residents
- physical work environment and equipment
- infection-control policies to protect from Covid

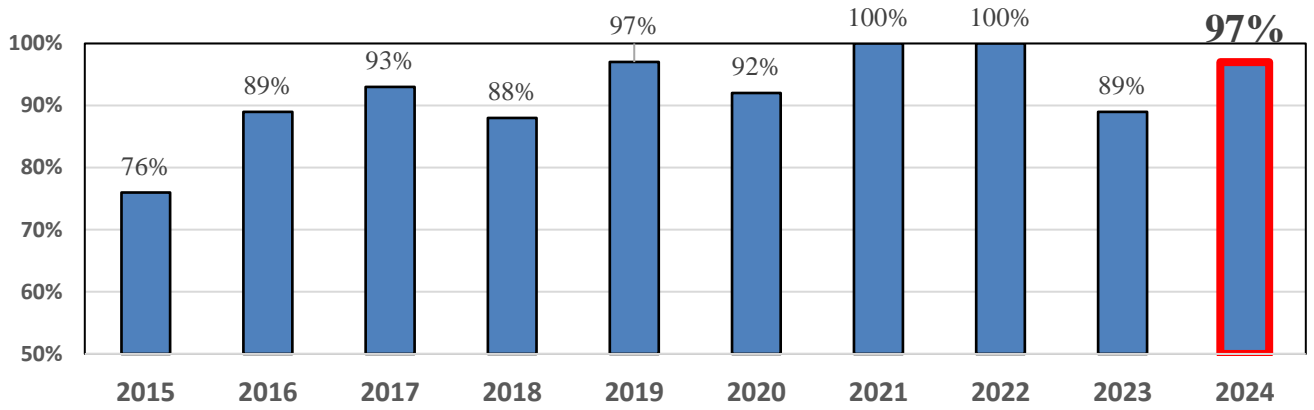
**90% - 94% of these areas were given best scores!**

- salary, compensation, and pay
- relationship with immediate supervisor

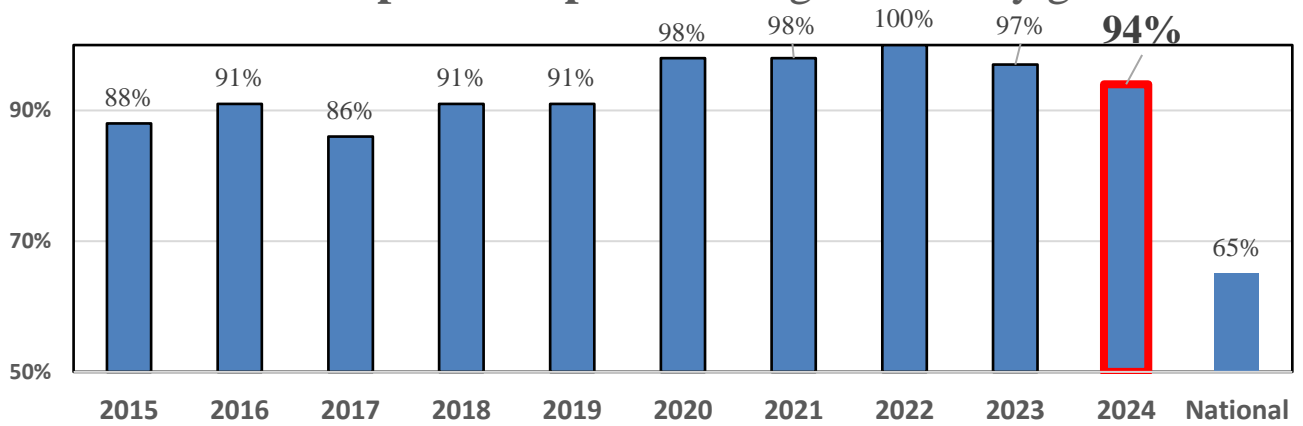
These charts show the percent of staff that gave one the two **best** ratings (e.g., “satisfied” or “very satisfied”), compared with the results from past years. Where items matched, the Friedman Place results are compared to national data from the Conference Board’s Job Satisfaction 2023 Report.



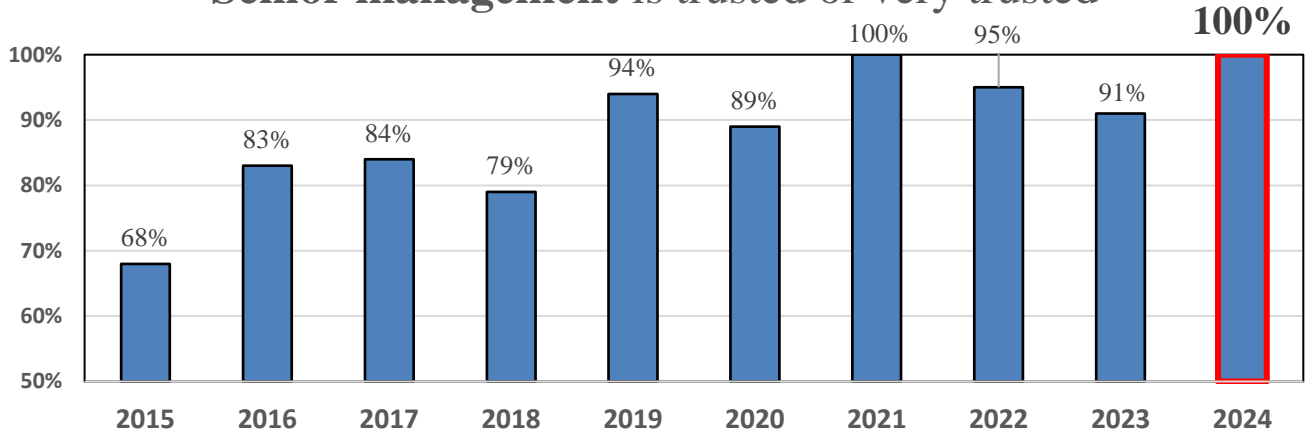
### Employees treated respectfully or very respectfully



### Relationship with supervisor is good or very good

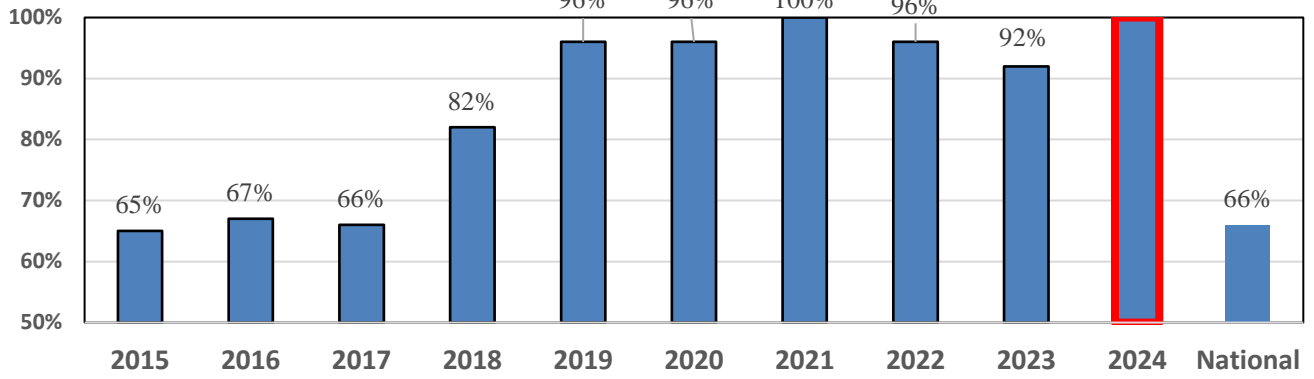


### Senior management is trusted or very trusted



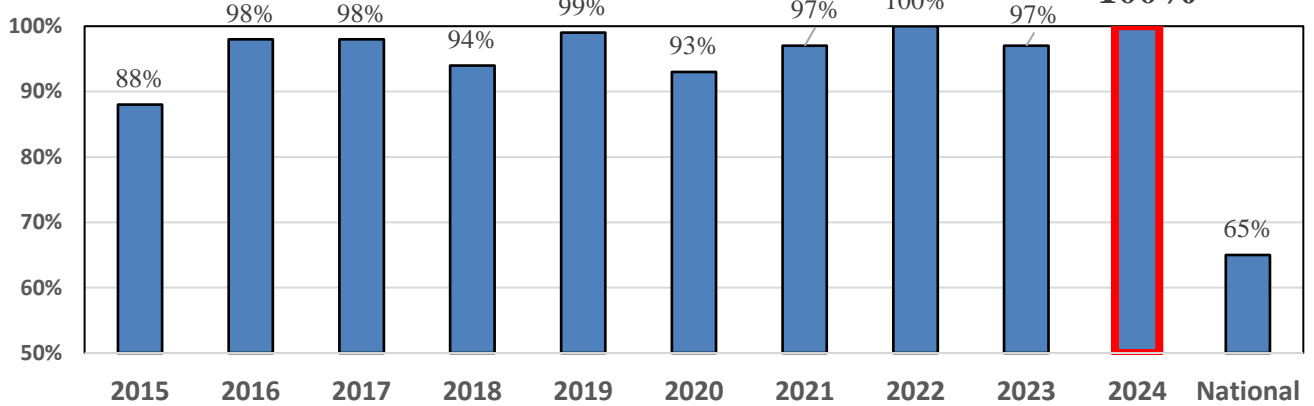
### Job security is secure or very secure

100%



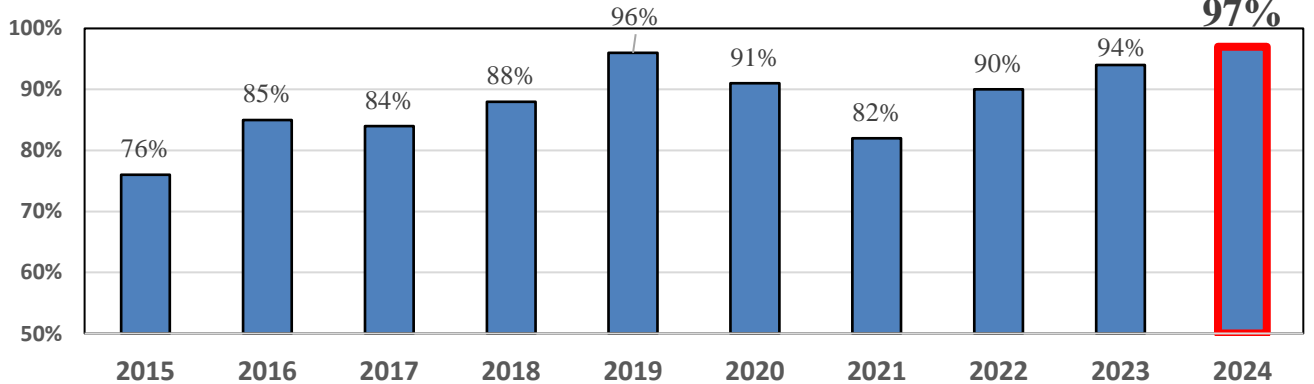
### Satisfied or Very Satisfied with environment & equipment

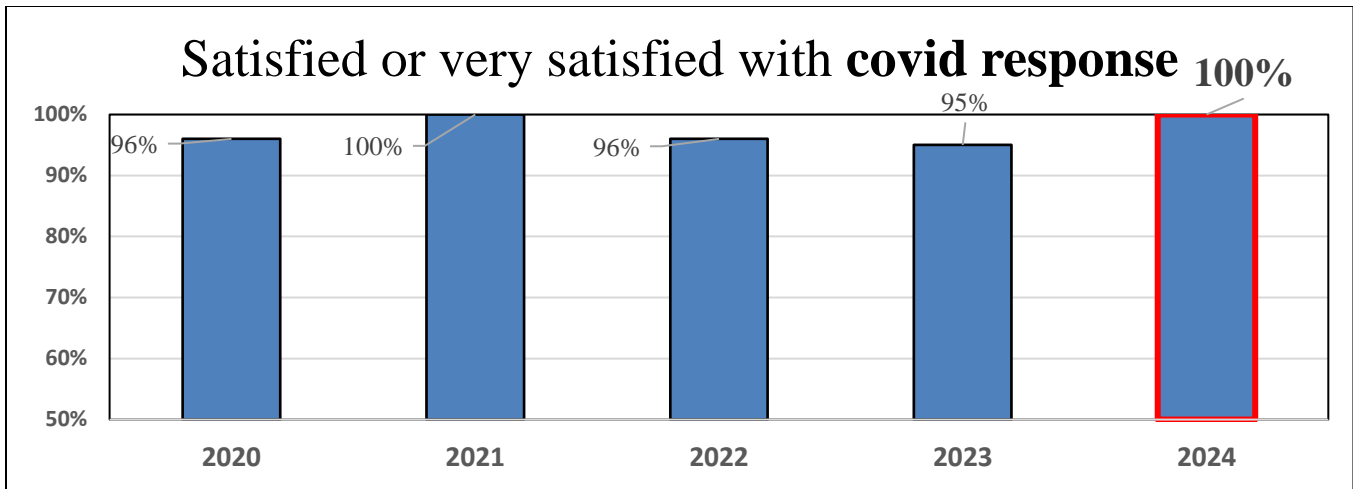
100%



### Respected or very respected by the residents

97%





**COMMENTS FROM THE SURVEY**

**BENEFITS & COMPENSATION**

- We recently got a merit raise, that was very generous and was well received in this economy. I have 2 nieces in graduate school. Because of merit the raise, I can continue to help them out
- Not sure if workers get a yearly bonus
- Personally, think the Health Insurance we had prior to this one was better
- I don't have any knowledge to what benefits are available to me besides free meals and PTO
- Bonuses? Who gets bonuses?
- The insurance package exceeds what is offered by most nonprofit agencies - most of our cost is covered
- I feel that I am paid well but would like more flexibility in adjusting based on my specific responsibilities
- Overall benefits are fair. However, strongly believe 37.5 hours should be considered full-time.
- This is the only employer I've ever had that doesn't offer unpaid time off and/or any flex time at all.
- The cost of our insurance is really amazing, a high percentage is covered by Friedman Place, leaving the employees with more income
- I am thrilled with the 401k, Flexible Spending Account, ADP Discounts, free meals especially, but the paid time off is difficult and inflexible. Although we are given a significant amount of time, I wish we were able to use it different ways or have access to it all at once. With small departments, I feel that we could write policies surrounding flex-time that would work individually for each job type.
- It would be nice to have more access to sick leave separate from Personal time Off (PTO), specifically for minor illnesses like viruses or COVID. At the same time, I feel like I have enough PTO to make it work and I'm excited for how the PTO will increase as I remain in this position

***Agency response:***

- The agency has for many years provided more paid time off than the majority of nonprofits and for-profits.
- In their first four years, new full-time employees receive a full month off (20 days) with pay plus six paid holidays, which totals over five week's paid time off.
- Staff who have been here longer get even more: at five years employees receive 23 PTO (plus the holidays), at ten years employees receive 25 days, and at 20 years 26 days.
- Flex time is rarely given because doing so would typically disrupt the 24/7 healthcare and other services provided to residents.
- For the past 10+ years the Agency has given a Holiday Bonus for all staff. For full-time staff it is \$500 net (i.e., after taxes, so the actual check is for \$500) and pro-rated for part-timers. The Holiday Bonus is in the budget for the current year.

### **RELATIONSHIP WITH IMMEDIATE SUPERVISOR**

- My supervisor is incredible. Relationship is professional.
- My supervisor is much younger than me, but is progressive, open-minded, professional, approachable and kind.
- I really trust my supervisor, and while I understand they have to keep information confidential and I wish I knew more about what was going on at times, I feel like they have consistently given me the right amount of information necessary to do my job. They truly care about doing the right thing and I feel confident in their leadership abilities. One thing that I've really appreciated lately is that they have recognized and adapted towards my need for very direct feedback, as I am most effective in situations where I know exactly what to do and what not to do.
- All, in my opinion-a perfect fit
- Management is approachable and open-minded. A strong leader is a leader that leads by example. Not one that promotes distrust and dislike in co-workers by playing favoritism amongst workers. I think we now have a supervisor that understands this.
- Great! Me, my supervisor, and my supervisor's supervisor all get along
- I feel we have managers that we can trust, but let's not forget managers are there first for the residents, agency, and the staff

### **JOB SECURITY**

- I'm working on increasing my accuracy. I may seem slow or not as productive.
- The agency itself is in a good financial position and thus all jobs are secure.
- I feel close with my coworkers and enjoy the rapport we have on a daily basis.
- While recent circumstances have been difficult, I do feel as though my work is appreciated. I am personally very proud of my work. I also feel as though any employee who can take feedback constructively and adapt towards it has the ability to succeed here.
- This opinion is not a reflection of the agency, just a personal opinion of all jobs. I don't fear losing my job, at Freeman place. As long as I continue to be a good and dependable worker

## **HOW RESPECTFUL IS THE TREATMENT OF ALL EMPLOYEES AT ALL LEVELS**

- Excellent!
- It's a great place to work, fun environment and it feels good to help the many great residents
- The agency is very much a welcoming and warm safe environment to work at.
- Respect is a huge thing for me. I think the agency has made progress recently in this area
- I feel like with certain staff they expect to get help first and feel some sort of way when we tend to residents first. It makes me feel like I'm supposed to tend to both at the same time even if I'm cluttered with a caseload of tasks. It's difficult for me to say this but I felt like I wasn't welcomed at my first day here at Friedman working due to nobody filling me in on training duties. The previous employee refused to even train me and it was left to the newest person there to train me. I was bewildered at first due to feeling like an overall nuisance beyond that I was hounded by another colleague for not doing my duties and instead doing menial work even though I had little to no sense of direction. I feel like working with that colleague and having that introduction made me start to have mental health issues in terms of anxiety and not performing up to the standard of pleasing everybody. It truly makes me feel nervous to even come into work while having to deal with an environment that isn't welcoming.

### **RESPECTED BY RESIDENTS**

- 99% of our residents are kind and appreciative
- I feel like residents have become more hostile as of late. I got yelled at by one for attending to him while he was confused on why he was being helped in a certain way, even after it was explained. Other times with another resident he would get aggressive on other staff trying to help him often giving us mean-hearted comments that demean our work. I feel like we must act and address the behavior of residents with a managerial talk or a write up, I try to bring stuff like that up with coworkers, but it's often brushed aside like we're supposed to accept that behavior. I do understand that certain residents are suffering from their own mental health issues such as dementia or other ailments but regardless we must log and address these even

#### ***Agency response:***

- Staff (and volunteers) must at all times conduct ourselves in a caring, professional manner and always treat residents (and guests) with courtesy, respect, and dignity. These common-sense expectations of behavior are greater than for residents, but staff (and volunteers) should never tolerate residents' behavior or language that is rude, offensive, demeaning, or abusive. Staff training and support in this area is provided and ongoing.

### **PHYSICAL ENVIRONMENT AND EQUIPMENT**

- There are always upgrades to the physical property inside and out and our work tools are always up to standards.

- We are tremendously accommodated with access to all/most we could ever need. We have the ability to make choices for our department financially and are in a place where nothing needs to change at all in this regard.
- It is okay, I can't complain

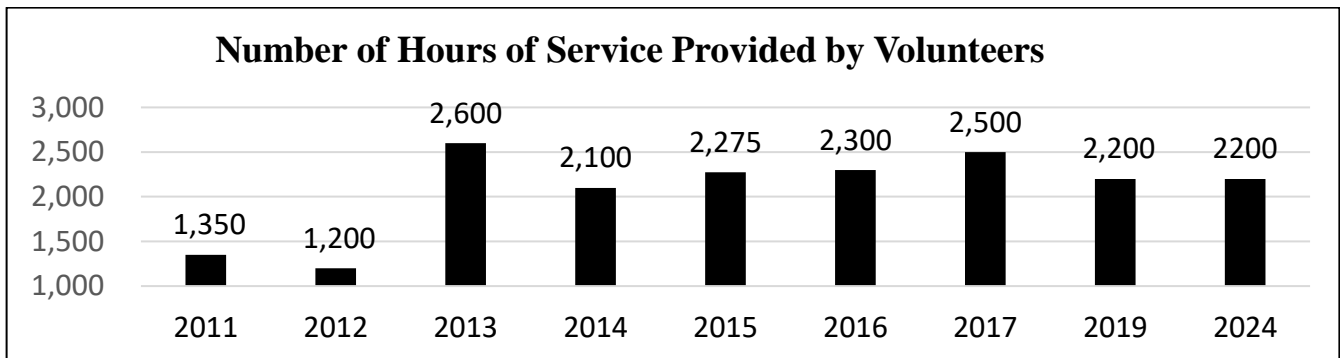
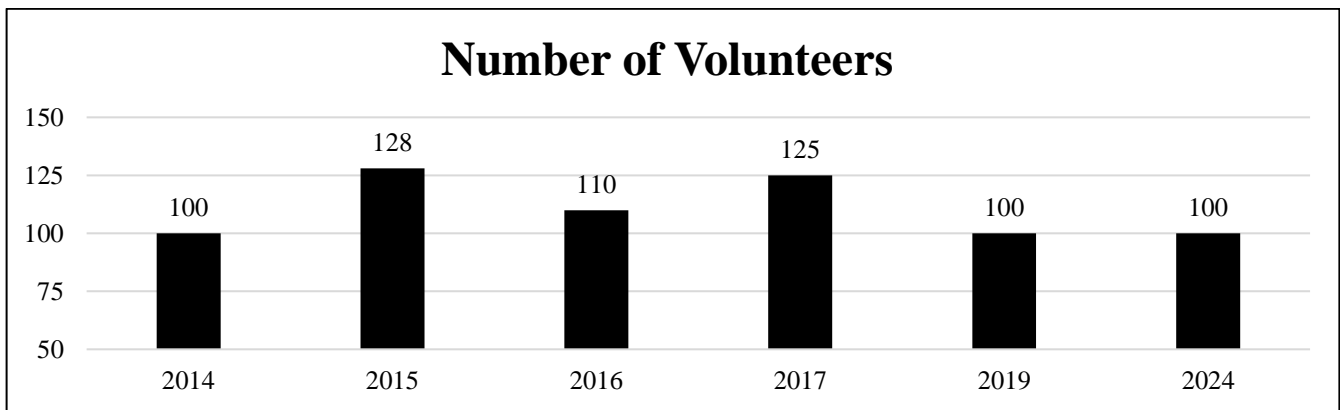
**COVID-19 INFECTION-CONTROL POLICIES AND PRACTICES**

- This is an area of great exception; FP is the model in this area of healthcare agencies... The polices are sound and effective and well-thought out.
- Senior management continues to keep residents and staff informed and well protected
- Excellent!

**Sources:** The Real Costs of Healthcare Staff Turnover, Oracle, 2022,  
<https://www.oracle.com/human-capital-management/cost-employee-turnover-healthcare/>

Conference Board's Job Satisfaction 2023 Report  
<https://www.conference-board.org/pdfdownload.cfm?masterProductID=46114>

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



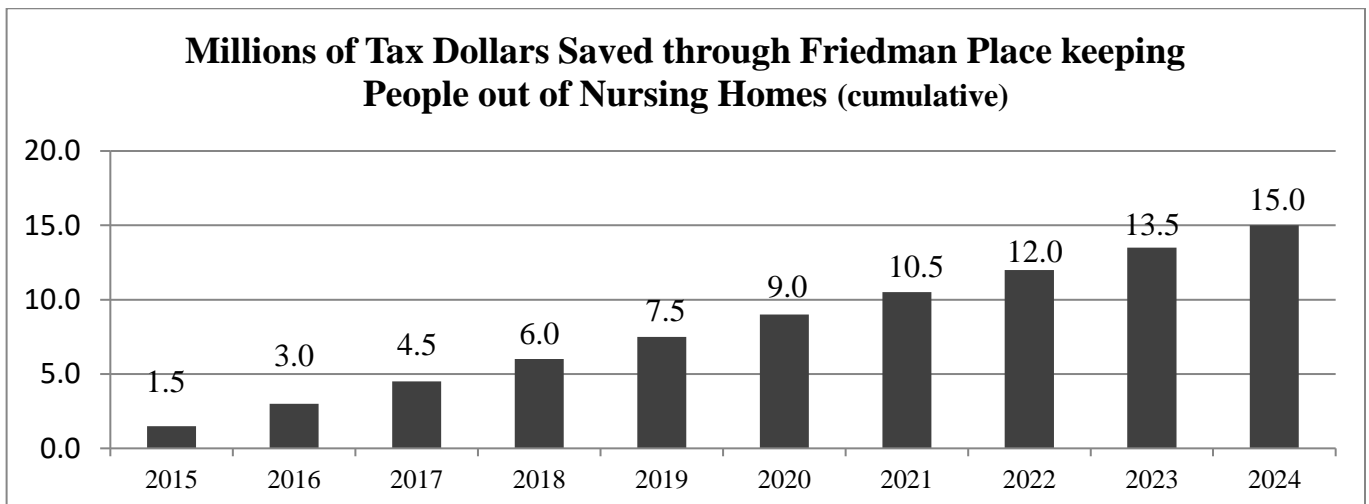


## FINANCES

(This information is from fiscal year FY24: July 1, 2023 – June 30, 2024)

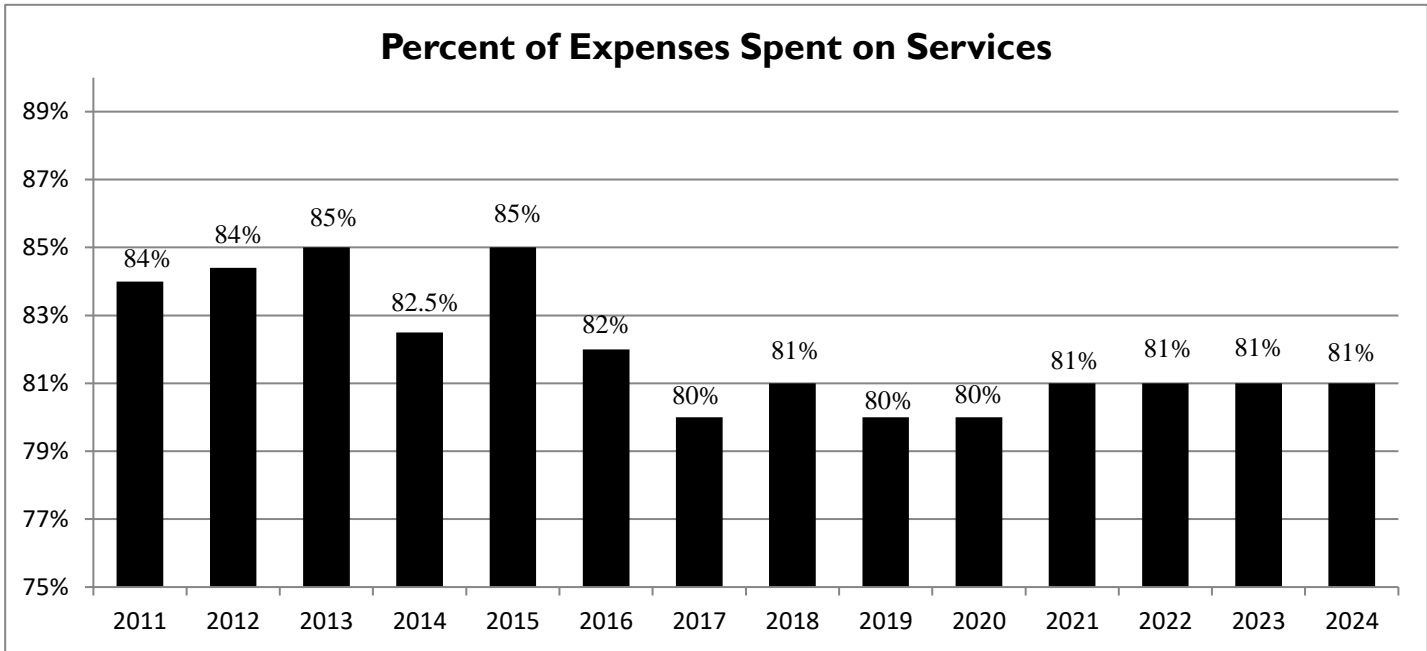
- FRIEDMAN PLACE SAVES TAXPAYERS MONEY AND KEEPS PEOPLE OUT OF NURSING HOMES; OVER THE LAST 10 YEARS WE SAVED TAXPAYERS OVER 15 MILLION DOLLARS**

- The government 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 \$25,000 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.



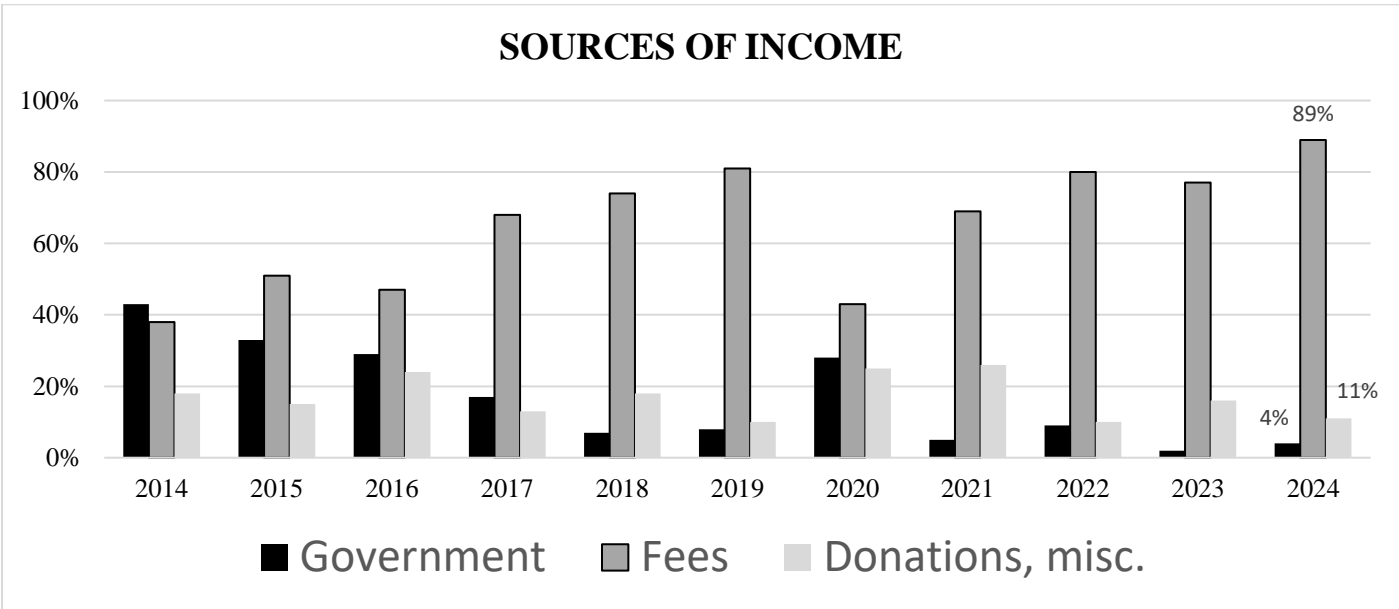
- THE AGENCY IS EFFICIENT IN HOW IT SPENDS MONEY, ASSURING THAT AS MUCH AS POSSIBLE GOES TO DIRECTLY BENEFIT THE RESIDENTS.**

- Nearly all the agency's expenses go directly towards programs and services. Eighty-one percent (81%) 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 81 cents of every dollar directly on resident services and programs and only just 19 cents on administration, management, and fundraising costs.

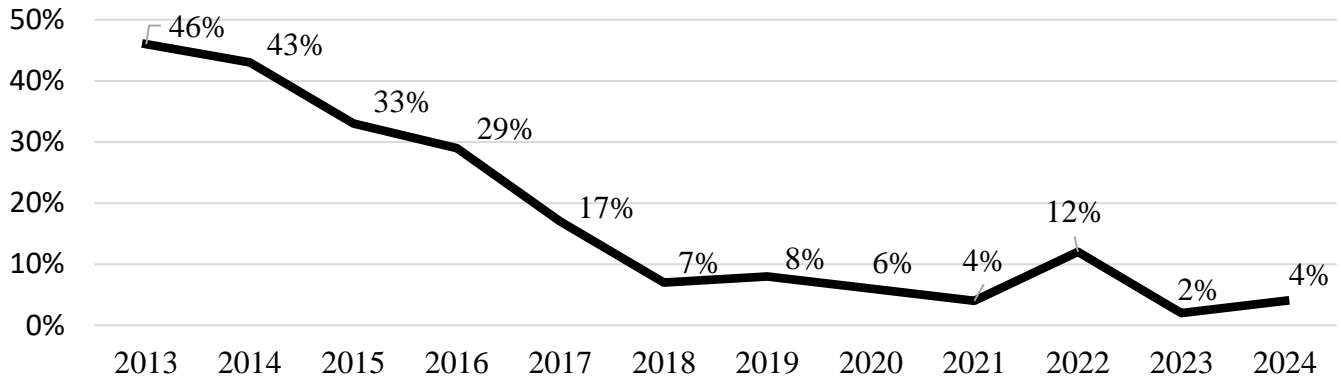


- THE AGENCY HAS A DIVERSIFIED STREAM OF FUNDING, WHICH IMPROVES STABILITY**

- 89% came from fees
  - 11% came from donations and miscellaneous
  - 4% of our funding came from the government (which is a much lower percentage than many nonprofits of our size)



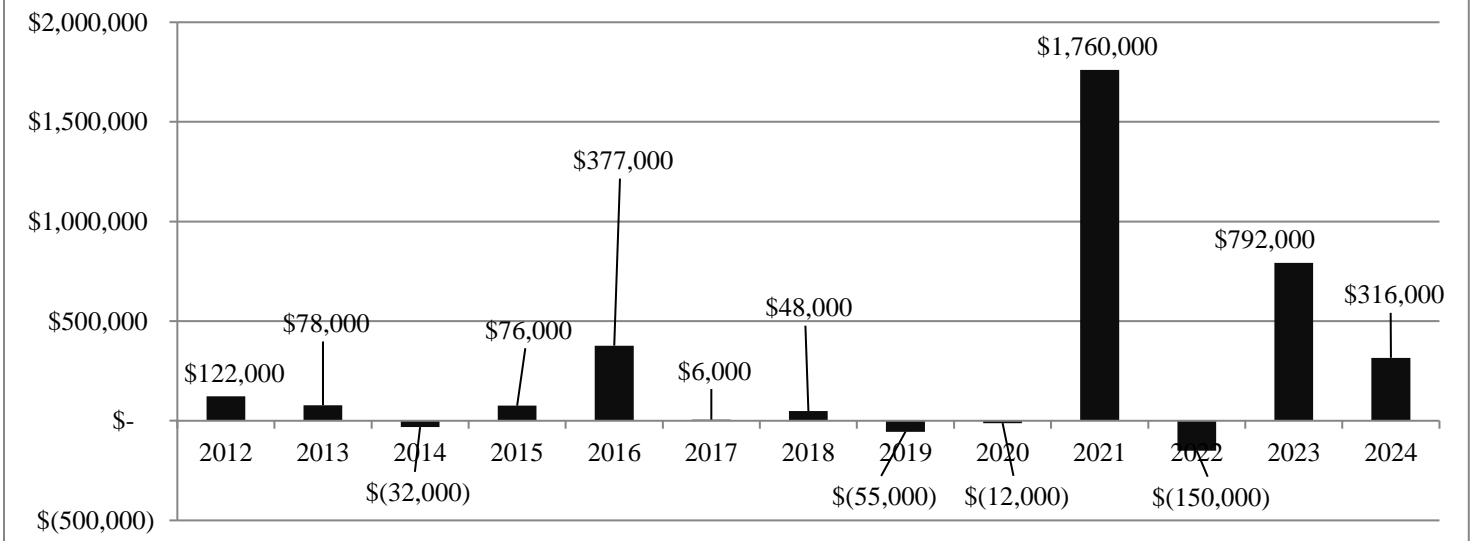
### Percent of Income that Comes Directly from the Government



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

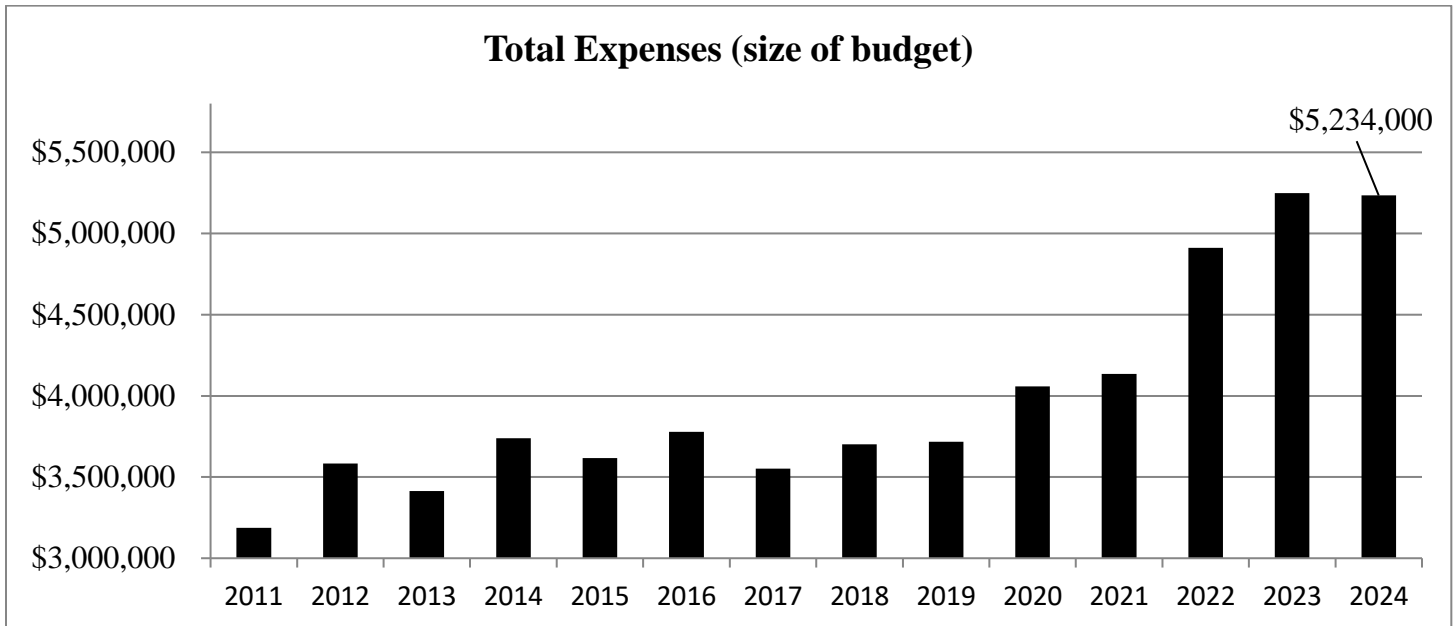
- Over the last five years the agency has experienced two years of small deficits and three years of significant surpluses. We are fiscally responsible and adhere to our budgets as best we can.

### Financial Performance Per Fiscal Year



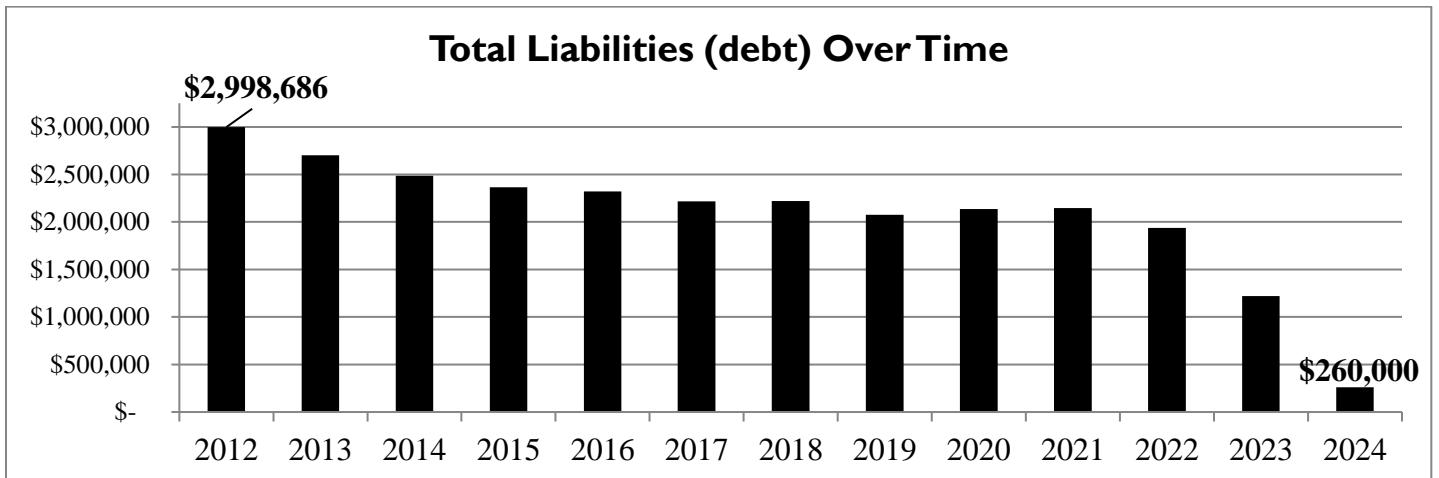
- **THE AGENCY’S BUDGET HAS GROWN IN RECENT YEARS.**

- The total budget has increased approximately 50% in the last ten years, largely due to the addition of two new programs – Navigator and Rent Assistance – and general increases in costs.



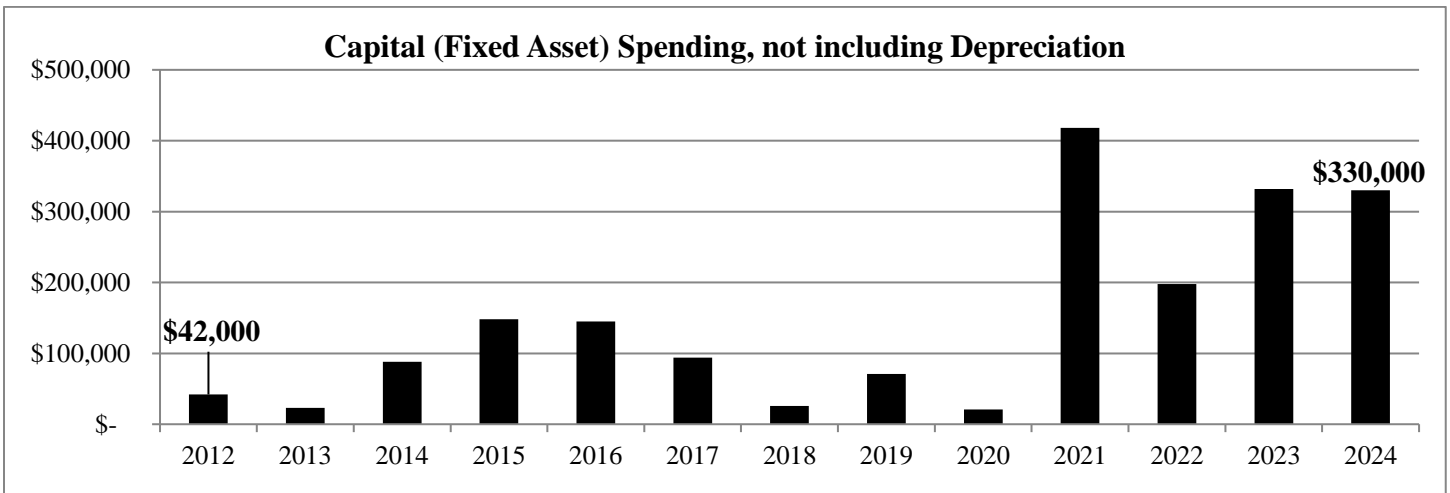
**• THE AGENCY HAS SIGNIFICANTLY REDUCED AND ALMOST ELIMINATED ITS DEBT**

- Over the past ten years the agency has reduced the total amount of money owed to others by 90%.



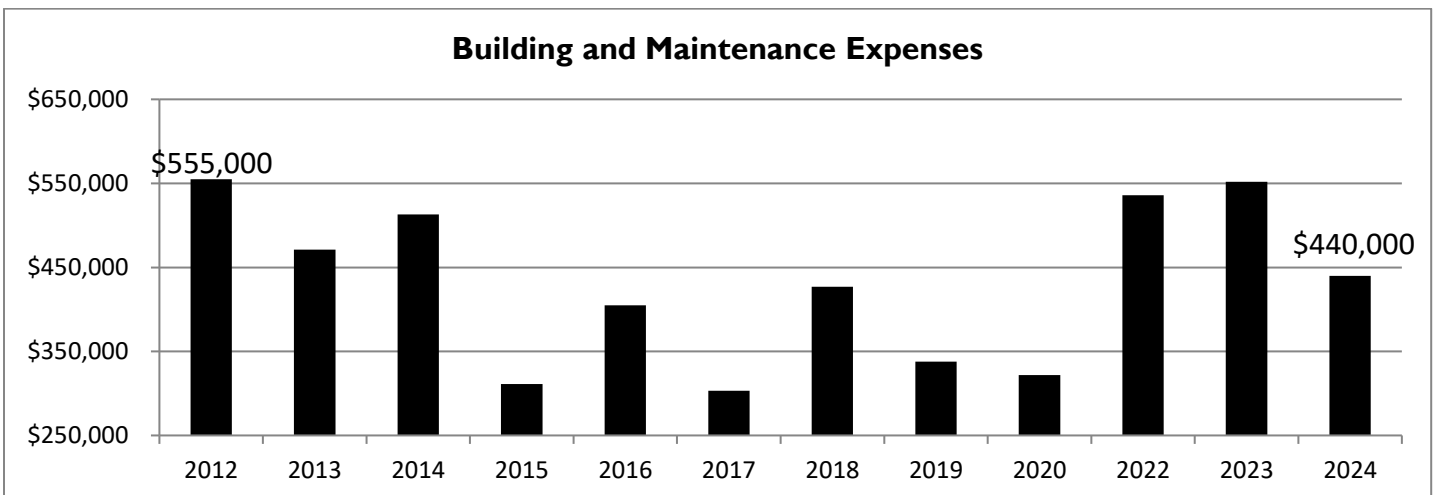
**• THE AGENCY SPENDS A LOT ON BIG-TICKET ITEMS, INCLUDING TO MAINTAIN THE BUILDINGS**

- The agency spends money on big-ticket items such as furnaces, water heaters, elevator upgrades, vehicles, etc. Some capital projects in FY24 included:
  - A new Fire Alarm Safety Panel - \$95,000
  - An accessible ramp to a frequently used side door (all other doors were already accessible) - \$170,000
  - Removed carpeting on the first-floor hallway and lobby and installed laminate wood flooring, which is more attractive and sanitary - \$20,000
  - Upgraded the telephone system - \$32,000
  - Installed a new computer server - \$5,000
- Capital (Fixed) Assets are items of significant value that will be useful beyond a single year.



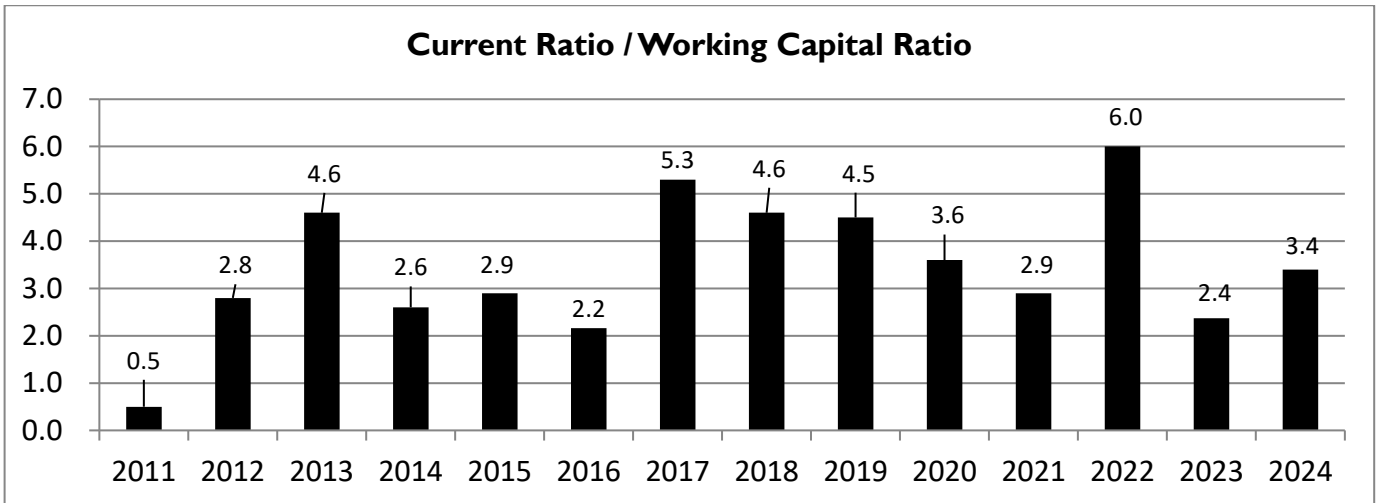
**• THE AGENCY SPENDS A LOT TO MAINTAIN THE BUILDINGS**

- Friedman Place typically spends on average a bit more than \$400,000 each year to maintain the buildings' excellent condition. In 2024, we spent \$440,000. The above-average expense in 2022 and 2023 came in part to the ongoing major renovations of each apartment as they become vacant. So far, approximately three-quarters of the apartments have been renovated and have new bathrooms and kitchenettes and have had carpeting replaced with laminate flooring.



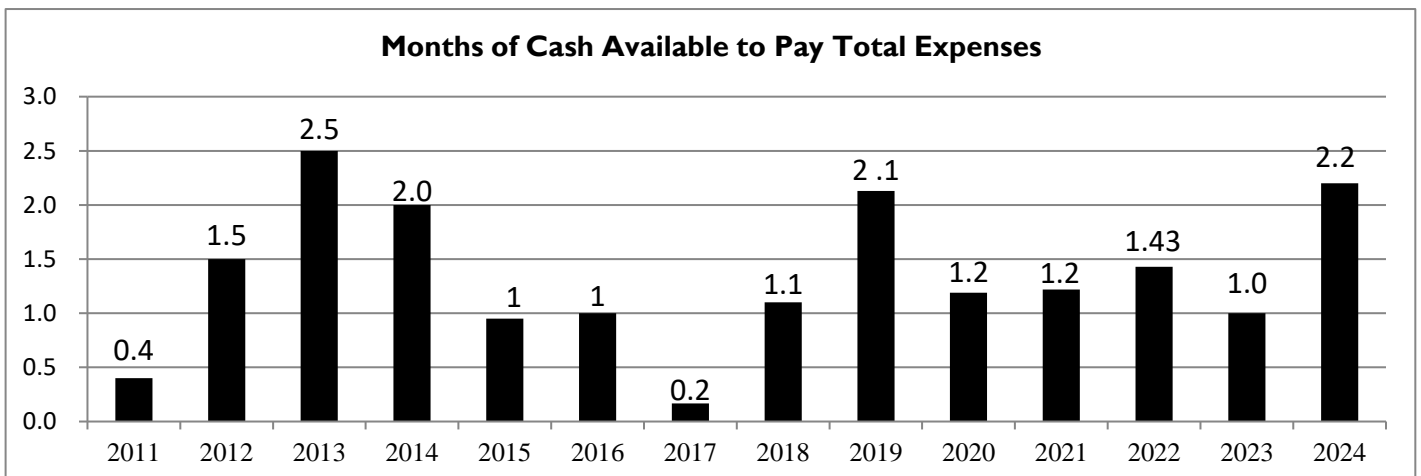
- **THE AGENCY IS CAREFUL AND CONSERVATIVE IN ITS FINANCIAL APPROACH AND HAS SAVINGS TO MEET ITS OBLIGATIONS**

- 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 question “Do you have enough money to pay your bills?” A score of at least 1 means that there is enough money available to meet near-term debts. A score of less than 1 is generally considered a problem. Friedman Place ended its most recent year with a score of 3.4, which is a very positive indicator.



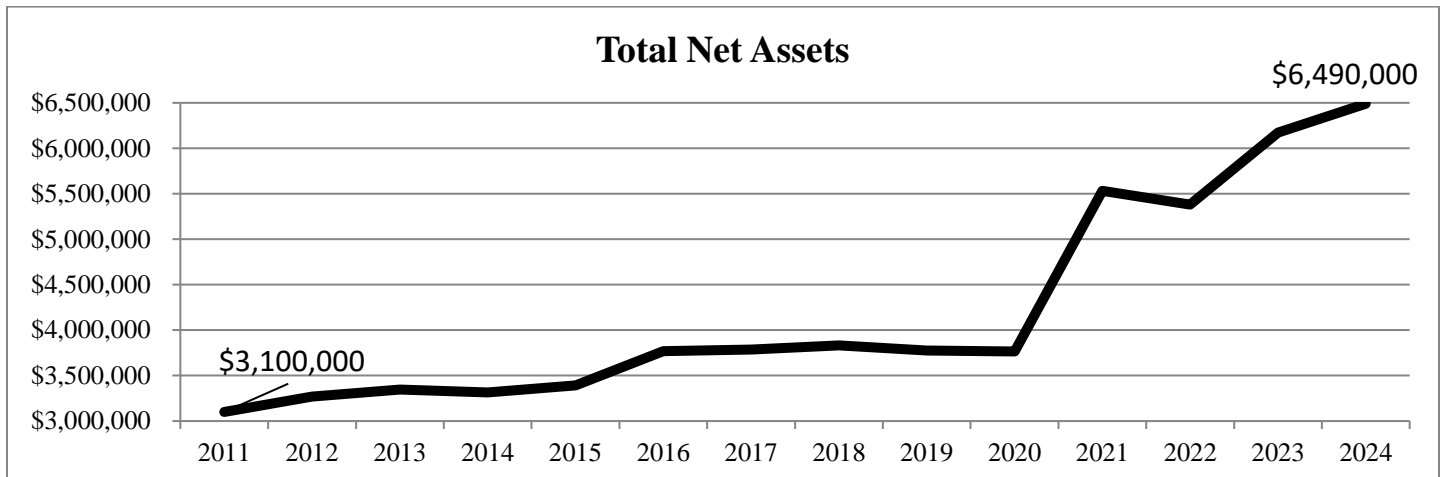
- **THE AGENCY IS FISCALLY CAREFUL AND CONSERVATIVE AND HAS ENOUGH SAVINGS TO MEET ITS OBLIGATIONS.**

- Cash Available or Cash on Hand measures how long an organization can operate normally and still pay its bills if all income stopped. It helps answer the question “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 2024 Friedman Place had just over two months cash on hand. Friedman Place has very few receivables and money owed to us is generally received very quickly, so we deliberately keep cash balances low so excess money is in income-generating investments.



- **THE AGENCY IS WORTH MORE THAN IT WAS IN THE PAST; 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 over 3 million dollars or over 100%, in the past ten years.



## **Environmental, Social, and Governance Report**

ESG reporting is the disclosure of environmental, social and corporate governance data. As with all disclosures, its purpose is to shed light on an organizations ESG activities while improving stakeholder transparency. Below is Friedman Place’s first-ever ESG report.

### **Environmental**

How are organizations using energy and managing their environmental impacts as stewards of the planet, including but not limited to carbon emissions, climate change effects, pollution, waste disposal, renewable energy, responsibly managing its waste, resource depletion, responsibly using resources and its supply chain, etc.

To achieve higher levels of energy efficiency, control costs, and improve the interior environmental experience of residents, staff, volunteers, and guests, in the last five years, Friedman Place has:

- Installed an energy efficient “smart” heating, ventilation, and cooling system throughout the entire main building, which is five stories tall and contains 81 studio and one-bedroom apartments, meeting and activity rooms, offices, a large commercial kitchen and dining room, etc. The system learns over time what areas of the building need heating and cooling in order to target specific areas most efficiently based on when and how they are actually used. This strategy prevents for example heating or cooling areas unnecessarily when they are not in use.

The system also added high-end super-efficient high efficiency particulate air (HEPA) filtering throughout, which was not part of the old system.

- Replaced all lighting with high efficiency light-emitting diode (LED) fixtures throughout the building that are extremely long-lasting and energy efficient.
- Completed a major roofing and tuckpointing project to more fully seal and insulate the building which resulted in greatly enhanced insulation and energy savings.
- Installed a new energy efficient walk-in cooler in the kitchen, replacing the equipment that was 25+ years old and original to the building.
- Replaced the Agency's 14-person bus that was 25+ years old with a new one one with much better fuel efficiency and lower carbon emissions.
- Installed three new energy efficient commercial hot water tanks, replacing the equipment that was 25+ years old and original to the building.
- Installed new energy efficient small refrigerators in the 90% of resident apartments and staff break rooms that had ones that were 25+ years old and original to the building.
- Began a process to reduce use of paper files and records by transitioning to electronic documents and storage whenever possible.

Upcoming areas of focus include:

- Enhancing recycling efforts
- Consideration of installing solar panels on the roof
- Further transition away from paper

## **Social**

How are organizations fostering people and culture, and what kind of impact does that have on the community, including but not limited to supply chain, discrimination, political contributions, diversity, human rights, community relations, what an organization doing to improve lives, etc.

The Mission of Friedman Place is:

**The mission of Friedman Place is to provide housing and supportive services to adults who are blind or visually impaired**

**Friedman Place emphasizes resident self-determination, independence, and interaction within the community. Friedman Place strives to be a primary force among professional organizations serving adults who are blind or visually impaired.**

**Our vision is that we value an open, vibrant, and accessible community for our residents. We also engage other stakeholders and adult non-residents who are blind or visually impaired, and seek to enrich our programs and services, utilizing community partners for the greatest benefit. We support a self-directed person-centric model of care that provides choice, engagement, and possibility.**

- The impact on the improvement of the lives on residents and clients is demonstrated the level of care provided that maintains their health as best as possible, keeps them out of the hospital and nursing home as best as possible, the results of the external annual reviews by the State of Illinois (our licensing and regulatory body), and the phenomenal results of the annual resident satisfaction survey, found elsewhere in this document.



- Friedman Place nurtures its people and workplace through fair, equitable, and consistent treatment, commitment to human rights and fair labor standards, benefits and compensation higher than industry averages, and is demonstrated through low turnover and the phenomenal results of the annual staff satisfaction survey, found elsewhere in this document. Employees are valued for their impact on the agency and most importantly, their role in benefitting the lives of residents and clients.
- Privacy and data protection are a priority for information regarding staff, residents, and volunteers.

## Governance

How are organizations directed and controlled, and how are leaders held accountable, including but not limited to executive compensation, stakeholder rights and treatment, staggered boards, independent directors, board elections, what an organization doing to stay ahead of corruption and ensure its investments remain sustainable in the future, internal controls, policies, principles and procedures governing leadership, whistleblower programs, etc.

Friedman Place is led by a volunteer group of independent members of the board of directors that meets together approximately six times per year, plus various work and tasks that occur between formal meetings. The group includes lawyers, social workers, a CPA, and members of the blind and/or disabled community. Board terms are on three-year cycles to assure staggering. External bodies both support and confirm good operations and governance, including but not limited to:

- Independent financial auditors, who again provided a “clean” audit
- The licensing and regulatory body the Illinois Department of Healthcare and Family Services, whose Bureau of Long-Term Care conducts an Annual Review – which again provided excellent results and can be found elsewhere in this document – and whose representatives regularly visit Friedman Place to review documents and interview staff and residents.
- The Illinois Long-Term Care Ombudsman Program.
- The Illinois and Chicago Departments of Public Health



5527 N. Maplewood Avenue, Chicago, IL 60625  
 773-989-9800 [www.friedmanplace.org](http://www.friedmanplace.org)

January 22, 2025