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## Waiting at the Wheel

DETOUR AHEAD  
EXPECT DELAYS

### Coming Soon!

the Tenth Anniversary

**Valley Manor Arts & Musicfest**

**July 19 & 20**

featuring the world famous

**Glenn Miller Orchestra**

Papa Joe's Crawfish Stew (Dixieland Swing)

The Traveling Cabaret

## ANNUAL REPORT 2010

Kirkhaven • Valley Manor • Seniorsfirst Services

### If good things come to those who wait...

Seniorsfirst's future is very promising indeed! Courtesy of the State of New York, we have become deft practitioners in the art of waiting. In 2010, we continued to wait for:

- the State to pay us their legally obligated updated Medicaid rates retroactive to April 2009
- the availability and approval of funding assistance to initiate our Kirkhaven Replacement Project
- an economic recovery to help revitalize consumer confidence and revenue generation
- the State to finalize the formal review and approval of our Assisted Living license
- the State's budget deficit reduction plan to enable us to strategize accordingly

Fortunately, patience is not our only virtue. Once again, the leadership and staff of Seniorsfirst dug in, shifted into low gear and managed to pull forward despite the obstacles in our path. Like most adventurous road trips, it's seldom smooth sailing across the interstates all the way there. As we go forth in our quest to realize the Kirkhaven and Valley Manor communities of our dreams, there have been all the flat tires, washed out roads, bad weather and detours one would expect on a long journey...and then some. Not surprisingly, I sometimes find myself at the wheel with four hundred or so frustrated back seat drivers asking "Are we there yet?"

No, we aren't there yet. But we are getting there. Hopefully, 2011 will be the year the State builds the bridges, removes the roadblocks and paves the way for Seniorsfirst to make up some lost time.

—James E. DeVoe  
President/CEO

## Seniorsfirst From Seed to Sales

After months of planning and planting, the Sage Project rolled out with great fanfare and success at Rochester's annual Park Avenue Festival. The Sage Project was designed to blend public relations, resident activities and fund-raising into a fun event. Every year, the Park Avenue merchants hold a massive festival that attracts thousands of people looking for crafts, food, entertainment and fun. Since Kirkhaven resides on the avenue, we often participate in some small way, but this year we decided to step it up a notch.

With so many of our residents being avid gardeners, we decided to engage them in an herb growing activity and then pot and sell the herbs at the Park Avenue Festival to raise funds and awareness for our wonderful communities. The Sage Project involved residents from our nursing home, assisted living home and adult day program, and extended to our staff and several community volunteers.

The project literally began with planting seeds and tending gardens. It then proceeded to potting and arranging. Finally, it came to the event set-up and sale. With the help of a "Bright Spot" advertising our event on the local news the day before and a beautiful day that brought out huge crowds, the foot traffic into our courtyard alone resulted in plenty of sales. We were amazed at the positive interaction between customers and residents.

The project was a great success on every level. We sold over a thousand dollars in herbs with the net proceeds going toward our resident activity funds. As Jim Payne, VP of Marketing, said afterwards, "The smiles on the faces of the residents, staff and volunteers added another million dollars in value to the project!" With the lessons we learned and the success we had, we will definitely bring the Sage Project back in 2011.



## Kirkhaven Evolving Households

On our Pathway to Meaningful Living, we envision the future of Kirkhaven with small "households" where nine elders live. Each elder has a private room and access to a garden; each household has a kitchen where only those nine people eat all three meals; each household also has a living room, dining room and laundry room; and there is parking (plenty of parking!) at each household for staff and visitors.

More important than what this new home looks like, is what happens there. Households, as in our own homes, are private sanctuaries. Households include only the people who live and work in that household. Together, residents and staff work to create a person-centered environment of mutual caring and support of the growth and development of all. Ultimately, this becomes the decision-making team for the rhythms of daily life in the household.

In this vision, we rely on "neighborhoods" to support the households. Neighborhoods include all the people in the house plus the larger circle of people who have a connection to that house. A neighborhood represents all departments, and the staff from the other departments are considered "household support services".

A new Kirkhaven building is still a few years away. In the meantime, the Steering Team is charged with answering "What is the very closest we can come to households here on Alexander Street?" The answer is to go ahead and create household teams on our existing floors. These teams will include only the elders and staff who live and work on that floor on a daily basis.

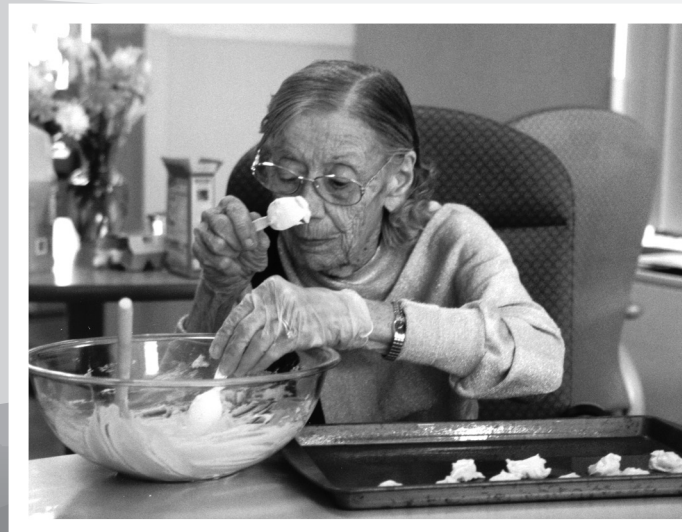
The Steering Team will help each floor develop its households. The evolution to households will include the following supportive strategies:

**Soil Warming** – an ongoing group process to help members get to know and understand each other better and build strong united relationships

**Education** – an ongoing effort to understand the principles of culture change

**Learning Circles** – a powerful decision making tool that focuses on listening to one another and allowing equal time for input from each person

Kirkhaven's future holds new and exciting opportunities for us to grow! Nursing homes have taken decades to become the entrenched institutions they are. It won't change overnight, it will take time to turn the tide and celebrate aging in long-term care with the dignity, honor, and respect we all deserve.



## Valley Manor In the Heart of the Arts

Valley Manor enjoys the unique distinction of being the senior living community in the heart of Arts & Cultural District. For nearly 40 years, Valley Manor has pursued a vision of lifelong learning and an appreciation of the arts through extensive collaborations with the area's leading arts organizations. Our resident calendar consistently features events with our "neighbors" - the RPO, the Memorial Art Gallery, Writers & Books, the George Eastman House, etc. Since 1985, we have exhibited local and regional artists and for the past twenty years our 1570 Gallery has operated in its own dedicated space.

In 2010, we expanded our annual three-day public festival, to include the visual arts through a collaboration with ARTISANworks. Approximately 2,000 festival attendees enjoyed Big Band, Dixieland and Chamber Ensemble as well as painting in-the-round by April Stein. Our tenth anniversary Arts & Musicfest on July 19-21, 2011 will feature the world famous Glenn Miller Orchestra and a tribute to the 1940s.



## A "Real" Leader

On March 6, 2010, Philip B. Price, President and CEO of Kirkhaven from its inception until his retirement in 1999, passed away following a series of illnesses and a final battle with cancer. He was 76.

I had the good fortune to be hired by Phil Price 27 years ago as a member of his initial leadership team called to help open and operate Kirkhaven. I was 27 at the time, and it was my first real leadership position. Phil would later share with me that when the Chairman of the Board first met me, he said to Phil, "Are you sure about this guy? He's awfully young." Phil's response was simply, "Don't worry, I'm sure."

You see, although Phil appreciated the value of a PhD, Masters or experience-filled resume, he also valued the potential he saw in one's character. And he was masterful in mentoring and fostering one's character development.

Lately, it seems, we are bombarded by accounts of leaders in government, business, sports and entertainment who fell from grace because of immoral, unethical or dishonest behavior. It leaves us wondering sometimes if there IS such a thing as a "real good leader".

Well, anyone who had the pleasure of working with Phil, knows that he was a great leader. Phil was the most kind-hearted, genuine, caring, servant of God's good works that I have ever known. He was my mentor and taught me, through his own behavior and actions, lessons in character that you simply can't learn from any text book or manual. There was no room for power politics, hidden agendas or lack of teamwork on Phil's team, and he always, always led by example. Phil created a rich culture at Kirkhaven. A culture that will remain forever a reflection and tribute to his amazing character and servant leadership.

With his passing, sadly one of the real great leaders is gone, but he has left in all of us a piece of himself that lives on. It's said that the measure of one's worth over a lifetime is measured not by what you take with you, but by what you leave behind; Phil Price has entered heaven's gate a very rich man.

Thank you for your gifts Phil, and God bless you.  
—Jim DeVoe

*"As we support each other through the frustrations and problems, we will learn what it is to become a true community of concern and acceptance."*

—Philip B. Price, Kirkhaven Chronicle 4/12/84

