

A photograph of an elderly woman with short grey hair, smiling as she takes a picture with a silver digital camera. She is wearing a wide-brimmed hat with a colorful floral pattern, a bright pink long-sleeved shirt, and a patterned scarf. She is standing in a field of various flowers, including purple coneflowers and white daisies. The background is a soft-focus green field.

A TRUSTED  
TRADITION  
of CARING  
SINCE 1955

Deerfield

Annual Report 2021





# FROM OUR CEO

As I write this year-end letter I am reminded that 12 months ago we were anxiously awaiting the arrival of the

COVID-19 vaccine. After kicking off 2021 with the vast majority of our community receiving the initial dose of the Moderna vaccine, by March we were fully vaccinated. Cautiously we began to get back into familiar rhythms, recognizing the vaccine as nothing short of a miracle. In spite of multiple variants and continued necessary precautions, we continue forward with hope.

Putting hope, resilience, and strength to good use, we are very close to completing plans for our repositioning project. In 2022, we plan to begin receiving 10% deposit commitments for the new residences, while navigating the financial markets to secure long-term financing for the project. The project includes new housing options and a host of state of the art wellness, arts, and dining venues. Additionally, there will be dedicated outdoor spaces for enjoying the great climate we enjoy here in Western North Carolina.

You may have heard that my retirement plans are in place and I must admit that moving on will be bitter sweet. I look forward to the next chapter of my life that I have defined as “rewiring” (not retiring) but will dearly miss the relationships and the meaningful work that we have done at Deerfield. My role here has been the highlight and joy of my career.

When I was hired as the Executive Director in 1998, residents were prohibited from serving on the board of directors. Since then, we have consistently had two residents serving as voting members of the board, and their voices (in addition to those serving on Residents Council and many committees) have been invaluable for supporting and strengthening our mission. Each year these 100+ residents contribute time and valuable input to create the daily programming as well as the development of strategic initiatives.

You have shared with me your joys and sorrows and these relationships have motivated my dedication to Deerfield and have given me deep fulfillment in my job.

I am grateful for the dedication of those who voluntarily serve on the board of directors. They have been committed to our mission and have offered opportunities to take reasonable risk while holding us accountable for outcomes. Many board members have been, currently are, or plan to be residents of Deerfield.

To the past and current residents of Deerfield: Thank you for allowing me to be a part of your “next chapter.” You have showed me how to grow older with grace, courage, and youthfulness at heart. You have shared with me your joys and sorrows and these relationships have motivated my dedication to Deerfield and have given me deep fulfillment in my job.

I have benefited greatly from business partners who have advised my communities throughout the years. Some of the same business advisors and consultants have provided wise counsel to us for decades. They have contributed in significant ways to our success.

My dedicated colleagues have overlooked my flaws and made me appear smarter than I am. I have loved being part of a team focused on being better tomorrow than we are today. We have worked together with one guiding principal: always prioritize care and concern for our residents above all else.

Today, I stand proud of what we have accomplished together. We are one of few senior living communities in the country that is “A” rated by Fitch and CARF Accredited. Our health care service provides compassionate, quality care and continually receives deficiency-free surveys. Our waitlist has continued to grow with over 1,300 future residents on the list.

With a strong foundation for continued success and a senior management team of tenured professionals, Deerfield’s future is very bright. The culture of caring for and about each other continues to be at the core of our mission and daily life. As I prepare to finish out my career here at Deerfield, my hope is that this community will continue to find joy and purpose in serving future generations of residents. I’m not worried—I’m hopeful and ready to trust those who will come after me.

Godspeed,  
**Robert F. Wernet, Jr.**  
President & CEO



# BOARD of DIRECTORS



**Jeff Covington**  
Chair  
Executive V.P.,  
Chief Credit Officer  
Carolina Alliance Bank  
Asheville, NC



**Roba Whiteley**  
Vice Chair  
Health Care Access  
Advocate  
Asheville, NC



**Larry Harris**  
Treasurer  
C.P.A., C.F.P.  
Parsec Financial  
Asheville, NC



**Virginia Templeton,  
M.D.**  
Secretary  
Executive Director,  
MemoryCare  
Asheville, NC



**Robert F. Burgin**  
CEO, Mission Hospital  
System, Retired  
Asheville, NC



**Bill Clontz**  
Deerfield Resident



**Eugene M. Carr III**  
Attorney  
Carr, Blackwell &  
Associates  
Hendersonville, NC



**Suzanne Nesbitt  
Dawkins**  
President,  
Design One, Inc.  
Asheville, NC



**Christine Dismukes**  
Chair, Deerfield  
Charitable Foundation  
Asheville, NC

## EXECUTIVE COMMITTEE



**The Very Reverend  
Todd Donatelli**  
Retired Clergy  
Asheville, NC



**Robert Kiefer, M.D.**  
Retired Physician  
Asheville, NC



**Glenn Mayes**  
CFO, Asheville School,  
Retired



**Brenda Nash**  
Community Volunteer  
Asheville, NC



**Isaac Owolabi**  
Ph.D., Professor  
Montreat College,  
Retired  
Black Mountain, NC



**The Rt. Reverend  
José McLoughlin**  
Permanent Seat  
Bishop, The Episcopal  
Diocese of WNC



**Pat Baker**  
President,  
Deerfield Residents  
Council



**Bob Wernet**  
President & CEO,  
Deerfield Episcopal  
Retirement  
Community

## EX-OFFICIO MEMBERS

# FROM OUR BOARD CHAIR

When I wrote my annual letter one year ago, the first round of the Moderna vaccine was being administered to our residents who had spent much of 2020 sequestered. While we are not fully back to our pre-COVID lifestyle, life on our campus has evolved to a much improved, more engaged pattern.

For this progress, I must recognize the phenomenal work of our staff over the past two years. From the near shutdown of the campus to its gradual reopening, they have faced unpredictable challenges. Yet, they have worked diligently to figure out how best to provide care and services during this unique period.

I know the residents agree that the staff is amazing, as evidenced by their most generous recent gifts to the employee fund. These funds are just one of many ways Deerfield sets itself apart from other organizations. I thank each resident who contributed!

The great work of our staff has not just happened. We have been fortunate to have Bob Wernet and his leadership team to shepherd us through these past two years. They utilized their diverse talents as unforeseen issues were faced and overcome—time and time again.

For the past twenty-four years we have been blessed to have Bob as our leader. His foresight and guidance have resulted in the campus we enjoy today. And, I can assure you that he has not let off the accelerator since we announced his planned retirement for next year. He continues to focus his team's efforts on providing a great experience for our current and future residents.

I want to thank the members of the board for their many hours of volunteer work and support to

Deerfield. They continued to govern and provide guidance to management as we completed our 2021 work, via Zoom, for the second straight year. Over the past eight years, I have been fortunate to work with such a capable and dedicated team.

In particular, I want to recognize three new board members that joined during the year; Brenda Nash, The Very Reverend Todd Donatelli and Dr. Robert Kieffer. They bring different skills and experiences to

...I must recognize the phenomenal work of our staff over the past two years. From the near shutdown of the campus to its gradual reopening, they have faced unpredictable challenges.

our group and have jumped in and contributed right out of the gate.

I also want to recognize Larry Harris and Bob Burgin who will be leaving the Board after serving three terms. We will miss the significant leadership that both provide, with Larry as our Treasurer and Bob as part of the Executive Committee.

The contribution from the residents on the board continues to be critical to our ongoing success. I first want to recognize two members, Father Ross Jones and Jack Ingersoll who departed the Board in 2021 after many years of providing guidance to Deerfield.

We were fortunate that when Bill Clontz rolled off as the Residents Council Chair he agreed to remain on the board. It has been great to keep his experience

and leadership skills as part of our team. Pat Baker, our current Residents Council Chair, has hit the ground running since she joined the board this past summer.

One of the most important duties of a board is to have a succession plan in place for your executive team. Back in early 2020 a subset of the board started discussing the future of Deerfield as Bob Wernet began approaching a possible retirement age. Our work has put us in a strong position as we now begin a national search for the next leader of Deerfield. Our outstanding reputation, very strong financial condition and significant waiting list are just a few of the reasons that we believe we will attract an outstanding person to lead us into the future.

It is hard to believe that I am wrapping up my third and final year as the board chair at Deerfield, but I confidently do so knowing that I have Roba Whiteley as my successor. Roba has been a great contributor to the board in her first two years with us. Her leadership experience with national health care organizations in New York and Washington, D.C. provides Deerfield with a great guide for this vital time in our journey.

I want to thank everyone that I have worked with over the past three years as the chair. We all share the goal of constantly improving this organization that provides so much to our community.

Best wishes to each of you as we move into 2022!

**Jeff Covington**  
Chair, Deerfield Board of Directors



# RESIDENTS COUNCIL

At the end of 2021, we are thankful – certainly not for another year of pandemic, but for the amazing people who protect and care for us. “Suppose I had stayed in the large house I left, isolated and fearful!” Instead, we have been together in this beautiful place with an exceptional staff of people who put our welfare before their own comfort.

This is our home, and we are blessed.

The Residents Council is a communication link between those who work at Deerfield and those who live here, and we facilitate the life of the community in many ways. Eight committees meet monthly to hear reports from staff members and give input, and our excellent resident secretary provides important records of our work.

The entire community is invited to a quarterly Residents Association meeting where the work of the council is shared. Because of restrictions, large

stepped up to this challenge. These residents spent countless hours helping us when the campus-wide WiFi was introduced, and by the end of the year they had introduced one-on-one tutoring for individual devices. We learned during the pandemic the importance of connecting, especially when it’s not possible in person.

New residents were contacted all throughout this year by the Welcome Committee, even when it had to be at a distance. When restrictions allowed, the committee developed and held an excellent orientation for new neighbors. This resident-led program will continue.

All through 2021 residents and staff worked together to follow guidelines and stay well. The Programs and Activities Committee worked with Administration to enable and support over 100 activities. The Dining Committee processed approximately 125 suggestions and comments and celebrated the return of the salad bar. The Health and Wellness Committee’s focus on hearing loss included sponsoring a hearing clinic for residents. The Finance Committee,

Grounds and Landscaping Committee and Buildings and Maintenance Committee met monthly to hear from key staff members and to give feedback.

A remarkable year with remarkable people. Thank you, Deerfield.

## Pat Baker

Chair, Deerfield Residents Council  
President, Deerfield Residents Association

## Deerfield 2021 Residents Council

*Top row, l to r:*

Pat Baker  
Herman Boda  
John Bordley  
Dave Brown  
Alan Davis

*Bottom row, l to r:*

Carol Falender  
Robert Freeman  
Wayne Mabey  
Pat Patterson  
Nancy Spann



This realization of blessings led to a record Employee Appreciation Committee campaign yielding over \$450,000 given by residents to Deerfield staff.

We were ready to express our appreciation, and the residents committee made it happen. They developed a delightful theme around trains: “Get on board!” “Don’t be left at the station!” In December all employees except the Leadership Team received checks based on hours worked, up to \$2,200. There were many hugs and tears that day as we did our best to say thank you.

meetings and some of the smaller ones have been on Zoom this year. Several committee meetings have evolved into hybrid gatherings with members and guests invited in person and on Zoom.

Zoom has been essential when it was not safe to gather, and when it’s more convenient or necessary to meet from home. Residents who have difficulty coming to a meeting can be present using the technology. But some of us are not computer savvy. The ad hoc Communication Committee has

# MARKETING

Season by season, the Marketing Team worked diligently to grow the waitlist, welcome new residents, assist residents with transitions within the community, nurture the waitlist, and plan for the expansion. The ongoing pandemic made in-person visits challenging the first quarter of the year and appointments with prospects were conducted by phone. Seeing actual residences is very important to prospects so we produced video tours of a few apartment styles to provide visuals.

And then the doors opened for visitors! Prospects were once again welcomed to the community for in-person meetings with members of the Marketing Team and Resident Ambassadors. The waitlist grew by 154 households and at year-end the waitlist total was 1,314.

We also mailed an Expansion Preview Packet to our future residents along with an invitation to join the expansion waitlist which grew to over 300 future residents throughout the summer and fall. The schematic design phase of the repositioning project was in full swing. The expansion marketing plans

Independent Living to Assisted Living and Skilled Nursing. In this position Meghan provides extra support to those efforts to ensure a successful transition to their new home.

It was a year with stops and starts as the pandemic continued but the seasons passed quickly and the year ended with hope for all that a new year could bring, knowing that we were facing it with a great team, a full community, and a strong waitlist.

**Kathy Foster**  
Director of Marketing

## Deerfield Marketing Team

*Left to right:*

Kathy Foster  
Dianne Mastandrea  
Deborah Robinson  
Debbie Wilbanks  
Meghan Atkinson



As spring arrived there was a renewed sense of hope, and we wanted to share that hope beyond our work space. The marketing team sponsored a “Spring Sock Hop” which was actually a way to collect socks for those in need. Dining Services assisted by providing 500 sock-shaped cookies baked by our own Pastry Chef, Zoe. Residents and employees were invited to leave a pair of socks and take a cookie. A total of 662 pairs of socks were donated to Homeward Bound’s AHOPE Day Center here in Asheville.

and materials were further developed and intensive work was completed by the Deerfield Expansion Team for the application to the NC Department of Insurance.

Meghan Atkinson, social worker, joined the Marketing Team after 10 years in Assisted Living. She accepted her new position as Marketing Assistant and Transitions Coordinator in May of 2021. The Marketing Team had been working on a plan to increase the level of assistance provided to residents and their families when they are transitioning from



# ST. GILES

St. Giles has been at the heart of the Deerfield community from the very beginning, and nothing, not even a pandemic, has changed that. Our primary work is pastoral visitation, and in these difficult times when in-person worship services have been limited, we are spending even more time with our residents. As chaplains, both Rev. Tonya Hill and I feel quite fortunate to be included as critical members of Deerfield's Health and Wellness team, having been given access during the pandemic to move



throughout the community wherever we are most needed.

We at St. Giles do indeed have a rather remarkable chapel staff. Even during the pandemic and the related labor shortage in the region, we have been able to maintain our core five, who have been hard at work as ever. Tonya, Stuart Littleton our music director, Ben Pick in the Memorial Garden, and Ruth Butler our soloist, are continually amazed by the generosity of so many of Deerfield's residents, who

support this unique ministry within the larger community through their annual contributions and gifts. Usually, these gifts are offered not because of the donor's own need, but because they want to ensure this kind of compassionate care continues to be available for their neighbors. It is a beautiful thing and we are truly grateful to be the ministers of God's goodness!

In addition, another vital part of our ministry is to then give a substantial portion of those contributions back to the larger Asheville community, through our support of Habitat for Humanity and the Manna Food Bank; our scholarship program which sends Deerfield employee's children to camp each summer, and our program for rising college students from La Capilla de Santa Maria in Hendersonville; alongside the in-house programs of regular worship services in the Healthcare Chapel and St. Giles Chapel, the hospital visits and the pastoral counseling sessions, the memorial services and the management of the Memorial Garden, just to begin. This past year, perhaps more than ever before, we have also been happy to assist Deerfield employees who have found themselves in urgent financial need because of overwhelming medical bills, uninsured home damage from natural disasters, etc.

Deerfield is an exceptional community, and one that from its beginning has been rooted in faith, hope and love. It is a sacred place in which everyone's faith matters, and the ministry of St. Giles is committed to serving the spiritual needs of all in the community,

resident and staff together. I absolutely know that I speak for Tonya, Stuart, Ben, Ruth, and the resident-elected Chapel Committee, when I say what a tremendous privilege it is to serve this community through the St. Giles ministry; and we, as always, are profoundly thankful.

**The Rev. Richard "Lin" Walton**  
Director of Pastoral Care Services

**Rev. Tonya D. Hill**  
Chaplain

**Stuart Littleton**  
St. Giles Music Director

**Rev. Robert Kintner**  
Wednesday and Memorial Service Organist

**Ruth Butler** Sunday Lead Vocalist and Memorial Service Soloist

**Michael Pane** Sunday Lead Vocalist

**Ben Pick** Memorial Garden Horticulturalist

**Charles Hickman**  
Sunday and Special Events Driver



*Left, The Rev. Richard "Lin" Walton  
Above, Rev. Tonya D. Hill, Chaplain  
Right, The Rt. Reverend José McLoughlin, The Rev. Richard "Lin" Walton, Easter Service 2021 at St. Giles*

Deerfield is an exceptional community, and one that from its beginning has been rooted in faith, hope and love.



# RESIDENT LIFE

# DINING SERVICES

Deerfield was abuzz with activity again in 2021 after a solemn 2020, having been shut down due to the COVID pandemic. There was a lot of excitement as things started to open up. Swimmers were elated when all Aquatic classes were restarted; fitness classes were all moved back indoors with limited capacity and several classes were added to offset the demand and capacity limits. We welcomed new instructors and exercise opportunities as popularity grew, and hired a Fitness Coordinator to expand the Resident Life team.

In person programming such as musical concerts, lectures and movies were offered again with a limited capacity. To accommodate demand and capacity limits, some were offered two times and many continued on Zoom due to the number of interested residents.

Many resident-led programs, activities and instruction were restarted as people could meet together in person. A variety of new arts programs and opportunities were added including Matinee Art Movies highlighting special interest in all art areas. A new Riverwalk Art Gallery was added in the hallway near Sophie's, curated by a local outside artist, and two display cases were added to highlight three dimensional art work created by Deerfield residents. To the delight of residents and staff, the annual Craft Market that had to go virtual in 2020 was opened up for in-person shopping in November as people prepared for the holidays – a wonderful way to wrap up the year!



**Michael Brunton**  
Community  
Executive Chef



**Marcus White**  
Director of Culinary  
Services

Hope springs eternal at Deerfield despite the pandemic continuing into 2021. There was much to be grateful for, as residents and staff welcomed the reopening of The Bistro dining room on March 16th, the Riverwalk Café soon after, and then The Bistro salad bar in the fall. Although full seating was not yet in place, there was a buzz of excitement as some normalcy returned. Also in the fall the Haden Hall dining room re-opened as did the Simonds Health Care Center dining room – both with fresh new looks after receiving full makeovers.

There were many challenges during the year due to labor shortages and other ongoing struggles related to the pandemic, but on a brighter note two management team members came on board. Deerfield's new Community Executive Chef Michael Brunton joined Deerfield in July, and we welcomed Marcus White, Director of Culinary

Services, in November, as well as other key members to the team.

Under this new leadership the dining services team is looking forward to fully reopening the dining room and welcoming back family and visiting guests, as well as planning changes to the dining program to offer more flexibility. "We are hiring more team members including utilizing temps and on call team members, developing better communication practices and reorganizing responsibilities to create more efficient service and better utilize the skills and experience that each member of the team brings to the department. Mostly, we are intentionally curating a culture of positivity and appreciation through various initiatives," according to Marcus White.

Things are looking bright for the dining team as we recover from a tough year and begin a new one with hope.



# FACILITIES

The Facilities Department, including Security, Maintenance and Grounds departments, is proud to play our part in keeping Deerfield safe, efficient, and well maintained. We look back at a long list of successfully completed projects in 2021:

- Completion of the campus-wide Wi-Fi install
- Required life safety work such as testing of 20-year old sprinkler heads, sprinkler obstruction tests, replacement of dry type



**New Community Center Water Feature**

*sprinkler valves, installation of a nitrogen system in the dry type sprinkler system, and arc flash electrical study in the Community Center*

- Replaced the deteriorating water feature in the courtyard of the Community Center
- Replaced the water pumps that service Timson Hall
- Modernized elevator #11 in Timson Hall
- Installed a lockdown system for Henry, Timson, Tuton, and Haden Halls

- Lights in common areas replaced with LED in Tuton Hall
- Electric motors were replaced in water vaults servicing Tuton Hall
- The building aesthetics project was completed. This project was a four-year project that included floor replacement, paint, new furniture, artwork, and lighting. This project involved Henry, Timson, Tuton, Assisted Living and Skilled Nursing
- The kitchen in Skilled Nursing was tied into the generator to allow the kitchen to operate through a power outage (not just rely on the Bistro kitchen)
- Updates were made to the Wandergard system in Skilled Nursing and Assisted Living
- Replaced the security vehicle
- Paving on St. Albans and also sections on Sheffield Circle and Yorkminster Loop
- Replaced 10 cottage driveways
- Landscaping was improved along Hendersonville Road, and other grounds projects

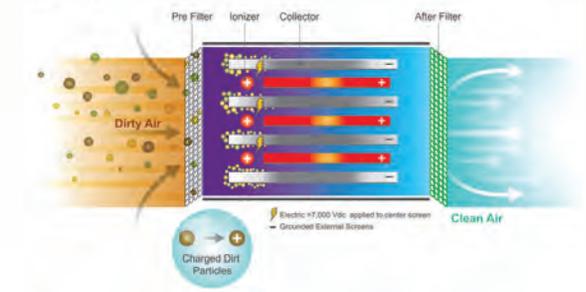


## HVAC in Skilled Nursing

As a result of the pandemic, renovations took place to create negative air environments in individual rooms where COVID positive residents could reside during the illness. A negative air machine produces a vacuum effect by creating and maintaining the difference in the air pressure. The negative air is exhausted outdoors; it does not remain in the room or spread into other areas of the Skilled Nursing facility.

We also installed air scrubbers in the duct systems in common areas. Air scrubbers filter the air through a filtration system that is installed within the air ducts.

Additionally, we installed I-waves in HVAC in all common areas. I-wave technology provides effective air cleaning using a bi-polar ionization process which kills mold, bacteria and also viruses.



# HEALTH CARE

As we continue to navigate through the challenges of COVID, our Health Care Center is focused on mitigating COVID risk in our Assisted Living and Skilled Nursing units, while also creating an environment that enhances quality of life for our residents.

Moving from the severe lockdowns that were prevalent in the early days of COVID, we are now able to encourage social interaction and visitation in our Health Care Center in a much more robust fashion. This engagement is crucial to the welfare of our residents as they progress through their individual health challenges.

Utilizing the many lessons learned from our experiences, Deerfield will continue to be responsive and proactive to infection control issues as they occur in order to reduce the spread of this disease and its impact on our community.

In the coming year we expect a reaffirmation of our balanced approach to care. While maintaining continued vigilance against COVID, we will strengthen our efforts to create an environment for our residents that serves their emotional, physical and spiritual needs at such a pivotal time in their lives.

*During the initial impact of the COVID pandemic, annual Medicare surveys were suspended as priorities shifted toward combating the virus. 2021 brought a return to the Medicare survey process with Deerfield receiving their on-site review in the month of June.*

# SEVENTH CONSECUTIVE

## DEFICIENCY FREE MEDICARE SURVEY

Deerfield was very pleased to receive a deficiency free Medicare survey, our 7th consecutive, with high marks given for our efforts to preserve quality care in the midst of the disruptions of COVID mitigation efforts. This was followed by a deficiency free Life Safety survey which, collectively, gave our team affirmation toward the tremendous efforts made on behalf of our residents during such a difficult time.

# EMPLOYEE APPRECIATION

## Trainloads of Gratitude

One of the most common ways to show gratitude to someone for a job well done in the service industry is to tip them. We tip hairstylists, restaurant servers, newspaper deliverers, and many others who provide services that enhance our lives. Here at Deerfield there are employees who provide visible services such as housekeeping and maintenance, and many behind the scenes who are not visible to most residents. Gift giving and tipping is not allowed per Deerfield's policy, so about twenty years ago resident Blan Aldridge devised a plan that would allow the residents to give a monetary gift to all employees in an equitable system. This annual gift is based on the number of hours worked by each employee; the total dollar amount raised is divided by the total number of hours that all employees have worked, and that dollar amount is multiplied by the number of hours an individual employee worked.

The Employee Appreciation Committee meets throughout each year to brainstorm a theme for that year's campaign. The preparation for the 2021 Employee Gift Campaign began in June with a thirteen-member committee who met and decided on a train theme for the campaign. The "Trainloads of Gratitude" campaign began on September 24th and ended on November 24th. Residents were encouraged to make donations via posters, articles in the Deerfield Doings, and a display in the lobby that consisted of a train and freight wagons. As donations grew, barrels signifying \$10,000 each were stacked on the freight wagons. The freight wagons filled quickly and by the close of business on November 24th a total of \$453,238 was raised.

The finale of the campaign was held in early December in the Blue Ridge Room where employees received their check directly from a committee member, described by one committee member as "a heartwarming experience" as stories of how their gift would be used were shared.

***"The success of this year's campaign is a testimonial to the appreciation the residents feel for the Deerfield staff and their personal connection to them."***

## Wayne Mabey

Chair, Employee Appreciation Campaign Committee

*Many thanks to the committee members:*  
**Barbara Gregg, Vice-chair; Ladene Newton, Treasurer; Nancy McCarthy, Secretary; Ken Henry, Karen Roberts, Gordon Rittmeyer, Bob Maclean, Bonnie Noel, Pat Collet, Linda Lisnerski, Dave Stewart, and Ellen Mccotter**



### **Leading Age NC Honors Bonnie Hull With Excellence in Community Service Award**

Bonnie Hull, Volunteer Leader of Sophie's Resale Shop, received the Excellence in Community Service Award from Leading Age NC. The award was presented at the leading Age conference in Wilmington, NC, on August 19th.

Sophie's started in the closet of a resident in 1979, and has been led by Bonnie Hull since 2007. Sophie's has raised over \$1,000,000 to date and provides funds that have provided financial reassurance to residents for more than forty years.

As her nomination letter states, "What makes Mrs. Hull's service so extraordinary is that she not only does remarkable volunteer work, both in time and quality, but she also has assured the future of Sophie's. She has done so in two ways. First, by building a complete management system that maximizes volunteer time and ensures an efficient operation in all areas. Second, she has carefully recruited and mentored her volunteers and a new generation of team leaders...she has ensured its continuity for many years ahead."



Deerfield welcomed numerous new team members in 2021, and saw the advancement of several others into key roles. I am proud to provide the following updates on significant staff developments at Deerfield.

- Chelsea Stefani was hired at the first of the year as Deerfield's Fitness Coordinator. As the newest addition to the Resident Life team, she has already made a dramatic impact on our fitness offerings at Deerfield. Chelsea is a certified personal trainer, has a degree in Health and Fitness Science, and is a talented exercise instructor. She will be increasing the land and water fitness classes offered at Deerfield and will be a fantastic resource for our residents.

- Taryn Tindall, RN, who was the Director of Clinical Services for nine years, has transitioned out of that role to become an Administrator in Training (AIT) as she is working on acquiring her Nursing Home Administrator license. Taryn will continue to serve as our Infection Preventionist as it relates to COVID throughout this process. Upon completion of the AIT Program, Taryn will take on more responsibility in order to assist the leadership team in daily operations.

- Angie Bennett, RN, assumed the position of IL Nursing Supervisor after having served as the IL Community Nurse for seven years. Angie is responsible for the supervision of most Clinic personnel as well as the day-to-day operations of the Deerfield Clinic, including physician services, nursing services, supportive care, and employee health.

Anyone who has had the opportunity to work with her knows that she is an exceptional nurse and a wonderful, deeply caring person.

- Angela Barth, RN, accepted the IL Community Nurse role. Having worked as the Evening Community Nurse for two years, Angela has ample experience in responding to IL resident nursing needs. In her new role, she will be the primary first responder for IL resident medical events occurring on campus and other aspects of the Clinic's nursing services. She brings to her new role a wealth of nursing experience, a fantastic sense of humor, and a genuine desire to serve the IL resident population.

- Marcus White was hired as the Director of Culinary Services in November of 2021. He has been diligent in his efforts to acclimate to the senior living industry and to learn the culture at Deerfield over the last few months. Marcus has extensive experience in leadership roles at various large culinary institutions and he is showing great promise at Deerfield.

- Michael Brunton became Deerfield's Executive Chef in early 2021 and quickly made a remarkable difference in the effectiveness of the kitchen and the culinary production for our residents and staff. Like Marcus, Chef Michael has an impressive background as a Chef in notable culinary institutions.

We could not be happier to welcome these and other staff members to the Deerfield team, and to see motivated and promising employees advance into greater roles.

Thank you,  
**Matt Sharpe**  
Executive Director

# DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC. AND AFFILIATE

## Consolidated Balance Sheets

September 30, 2021 and 2020

Assets	2021	2020
Current assets:		
Cash and cash equivalents	\$ 9,173,469	\$ 10,305,011
Investments	74,239,740	63,549,223
Accounts receivable	2,045,164	1,802,088
Prepaid expenses	277,878	250,610
Inventories	139,594	82,022
Current portion of assets limited as to use	54,510	54,933
<b>Total current assets</b>	<b>85,930,355</b>	<b>76,043,887</b>
Non-current assets:		
Assets limited as to use:		
By Board for:		
Statutory operating reserves	8,085,000	7,796,000
Benevolent assistance	2,357,964	1,963,867
Renewal and replacement fund	10,400,000	10,400,000
Mission advancement fund	10,157,657	8,989,805
Under bond indenture agreement	54,510	54,933
Under escrow agreements	325,007	-
Under donor restrictions	4,789,596	4,231,970
Total assets limited as to use	36,169,734	33,436,575
Less current portion	(54,510)	(54,933)
Total assets limited as to use, less current portion	36,115,224	33,381,642
Property and equipment, net	131,715,540	130,429,443
<b>Total non-current assets</b>	<b>167,830,764</b>	<b>163,811,085</b>
<b>Total assets</b>	<b>\$253,761,119</b>	<b>\$239,854,972</b>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable	\$ 3,060,128	\$ 2,170,307
Accrued salaries and wages	546,242	455,596
Accrued interest payable	914,768	944,747
Other accrued liabilities	1,221,695	1,347,387
Refundable entrance fees	1,400,000	1,700,000
Current portion of bonds payable	2,975,000	2,910,000
<b>Total current liabilities</b>	<b>10,117,833</b>	<b>9,528,037</b>
Long-term liabilities:		
Deferred parking revenue	517,240	530,033
Refundable parking fees	75,000	85,000
Admission deposits	2,149,504	1,399,597
Refundable entrance fees, less current portion	13,184,991	12,204,068
Deferred revenue from entrance fees	83,235,983	84,626,402
Deferred customization revenue	774,207	862,331
Bonds payable, net	49,357,042	52,571,191
<b>Total long-term liabilities</b>	<b>149,293,967</b>	<b>152,278,622</b>
<b>Total liabilities</b>	<b>159,411,800</b>	<b>161,806,659</b>
Net assets:		
Without donor restrictions	86,828,495	70,655,151
With donor restrictions	7,520,824	7,393,162
<b>Total net assets</b>	<b>94,349,319</b>	<b>78,048,313</b>
<b>Total liabilities and net assets</b>	<b>\$253,761,119</b>	<b>\$239,854,972</b>

## Consolidated Statements of Cash Flows

Years Ended September 30, 2021 and 2020

	2021	2020
Operating activities:		
Change in net assets	\$16,301,006	\$ 9,591,274
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	6,099,236	6,005,444
Amortization of bond premium	(301,449)	(301,449)
Amortization of bond issuance costs	62,300	62,300
Entrance fees received	9,996,298	8,827,213
Amortization of entrance fees	(10,503,289)	(10,051,121)
Net change in:		
Investments and other assets limited as to use	(13,424,099)	(9,557,422)
Accounts receivable	(243,076)	(93,891)
Prepaid expenses	(27,268)	(94,171)
Inventories	(57,572)	7,324
Accounts payable and accrued liabilities	824,796	160,277
Deferred parking revenue and refundable parking fees	(22,793)	(49,747)
Admission deposits	742,896	(127,480)
<b>Net cash provided by operating activities</b>	<b>9,446,986</b>	<b>4,378,551</b>
Investing activities:		
Purchases of property and equipment	(7,365,821)	(5,014,079)
Change in assets limited as to use	423	1,469
<b>Net cash used by investing activities</b>	<b>(7,365,398)</b>	<b>(5,012,610)</b>
Financing activities:		
Payment on bonds payable	(2,910,000)	(2,835,000)
Refunds of deposits and refundable fees	(1,610,441)	(2,250,807)
Refundable entrance fees received	1,307,311	1,342,067
<b>Net cash used by financing activities</b>	<b>(3,213,130)</b>	<b>(3,743,740)</b>
Change in cash and cash equivalents	(1,131,542)	(4,377,799)
Cash and cash equivalents, beginning of year	10,305,011	14,682,810
<b>Cash and cash equivalents, end of year</b>	<b>\$ 9,173,469</b>	<b>\$ 10,305,011</b>
Supplemental cash flow information:		
<b>Interest paid</b>	<b>\$ 2,043,370</b>	<b>\$ 2,116,452</b>
Non-cash activities:		
<b>Entrance fee refund included in accounts payable at year-end</b>	<b>\$ 16,400</b>	<b>\$ 4,543</b>

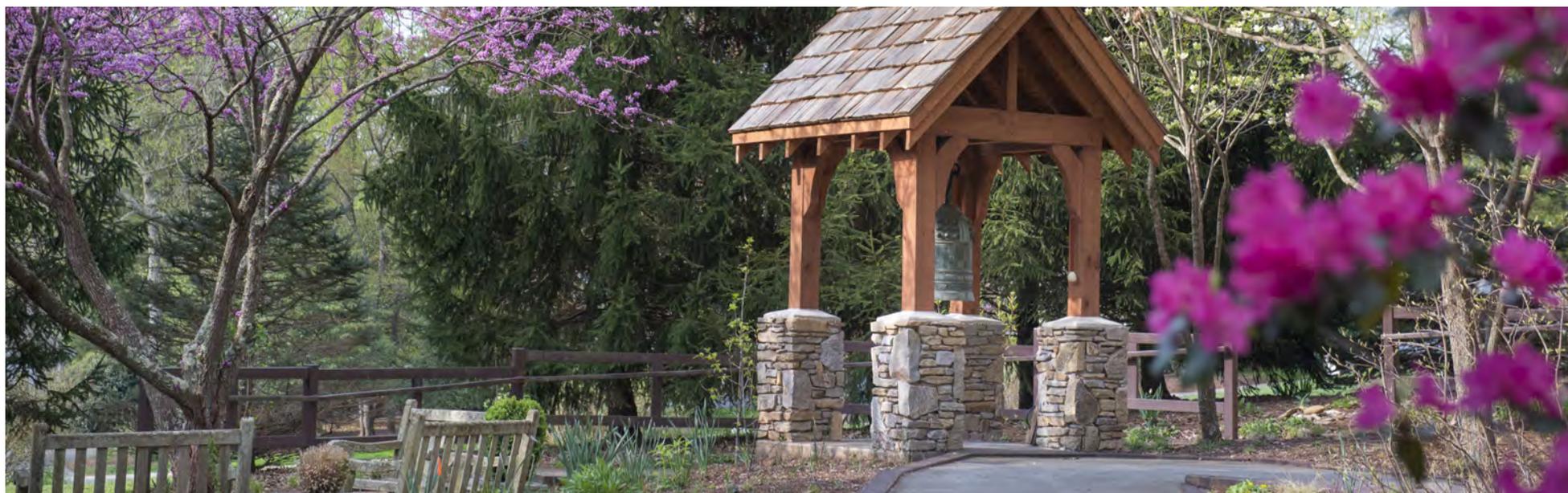
# DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC. AND AFFILIATE

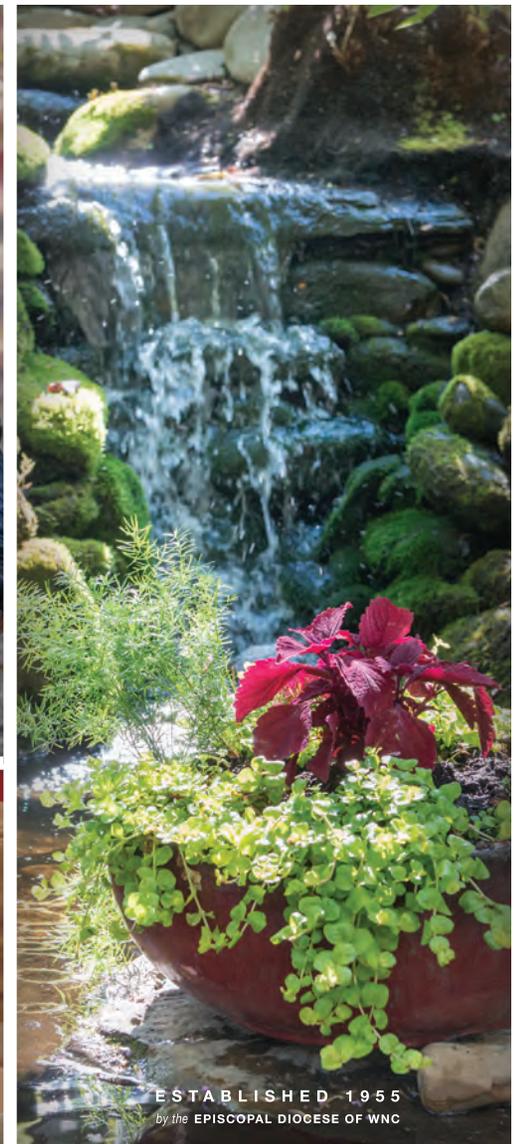
## Consolidated Statements of Operations and Changes in Net Assets

Years Ended September 30, 2021 and 2020

	Without Donor Restrictions	With Donor Restrictions	2021	2020
Revenues, gains and other support:				
Resident fees	\$ 24,996,717	\$ -	\$ 24,996,717	\$ 26,065,201
Net realized gain on investments	1,159,142	-	1,159,142	949,920
Net unrealized gain on investments	10,207,980	156,253	10,364,233	2,814,724
Contributions and bequests	456,365	-	456,365	229,810
Interest and dividend income	1,773,195	16,452	1,789,647	2,092,529
Amortization of entrance fees	10,503,289	-	10,503,289	10,051,121
Other income	1,351,860	-	1,351,860	1,693,486
Net assets released from restriction - operating	856,853	(856,853)	-	-
<b>Total revenues, gains and other support</b>	<b>51,305,401</b>	<b>(684,148)</b>	<b>50,621,253</b>	<b>43,896,791</b>
Expenses:				
Program services	29,911,203	-	29,911,203	29,895,987
Supporting services	5,220,854	-	5,220,854	5,212,787
<b>Total expenses</b>	<b>35,132,057</b>	<b>-</b>	<b>35,132,057</b>	<b>35,108,774</b>
Excess of revenues over (under) expenses	16,173,344	(684,148)	15,489,196	8,788,017
Other changes in net assets:				
Contributions	-	811,810	811,810	803,257
Change in net assets	16,173,344	127,662	16,301,006	9,591,274
<b>Net assets, beginning of year</b>	<b>70,655,151</b>	<b>7,393,162</b>	<b>78,048,313</b>	<b>68,457,039</b>
<b>Net assets, end of year</b>	<b>\$ 86,828,495</b>	<b>\$ 7,520,824</b>	<b>\$ 94,349,319</b>	<b>\$ 78,048,313</b>

The financial statements shown do not include notes, which are considered a significant part of financial statements. The complete audited financials are available upon request.





ESTABLISHED 1955  
by the EPISCOPAL DIOCESE OF WNC

1617 Hendersonville Road Asheville, NC 28803 [www.deerfieldwnc.org](http://www.deerfieldwnc.org)

