

Scotiabank

ANNUAL REPORT **2022**



ENRICHING THE
LIVES
OF THOSE WHO
Live & Work
h e r e .



a message from our CEO



As I write this message for the annual report, I have just started my fifth month at Deerfield. I remain at a place of awe, honor and gratitude to have joined this exceptional group of individuals.

To a person, their commitment to Deerfield

is extraordinary—residents, staff, board members, and others!

2022 was certainly a year of change for this remarkable community with people and planning changes leading the way. No one could have anticipated environmental changes that created a climate where Deerfield leadership had to pause a major expansion project. No one could have anticipated life with COVID would continue in the way that it has, and the way the world has changed based on this pandemic.

Even in my early days, it is abundantly clear that this group of extraordinary individuals are "Deerfield first"—managing these changes, and daily life, with grace and fortitude.

So, as we move forward in 2023, I repeat sentiments from an earlier communique. If these early days are an indication of the path to come, I know we will have countless experiences, through the good and the not so good, based in belief, blessings and faith for what we can accomplish together.

With appreciation and my best,

Libby Bush

President & CEO

Meet Our New CEO Libby joined Deerfield in August upon the retirement of Bob Wernet. She is a second-generation aging services professional who has great passion for creating the best possible experience for residents, staff, and others.

Born in Ohio, and raised in Kansas City, Libby went to the College of Wooster for undergraduate studies, and received her master's degree at the University of Maryland at the Erickson School. As a licensed nursing home administrator, preceptor, and certified aging specialist, Libby's life mission is to highlight each individual's best self. As a prior Leadership Academy Coach, Libby lives her mission through her daily work and also at a more macro community level.

Prior to coming to Deerfield, Libby was the chief executive officer for Vinson Hall Retirement Community in McLean, Virginia. Prior to that, she was chief operating officer for Ingleside, a multi-site senior living organization in the District of Columbia, Maryland, and Virginia region. Over the last thirty years, Libby has served in multiple administrative positions in Life Plan Communities. Richmond, Virginia, was home for 20-plus years, where Libby spent her professional life at Westminster Canterbury Richmond, and started a family with her husband of almost 30 years, Jeff. Libby completed evaluator training for the Continuing Care Accreditation Commission, and has served on community and association boards, most recently as Chair of LeadingAge Virginia.

“I remain at a place of awe, honor and gratitude to have joined this exceptional group of individuals.”

BOARD of Directors



EXECUTIVE COMMITTEE

Roba Whiteley, Chair
Health Care Access Advocate
Asheville, NC

Virginia Templeton, M.D., Vice Chair
Executive Director, MemoryCare
Asheville, NC

Glenn Mayes, Treasurer
CFO, Asheville School, Retired
Asheville, NC

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

Second row, left to right:

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

Bill Clontz
Deerfield Resident

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

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

Christine Dismukes
Chair, Deerfield
Charitable Foundation
Asheville, NC

The Very Reverend Todd Donatelli
Retired Clergy
Asheville, NC

Third row, left to right:

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

Brenda Nash
Community Volunteer
Asheville, NC

Tom Owens
Senior Vice President
First Citizens Wealth Management
Hendersonville, NC

EX-OFFICIO

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

Dave Brown
Residents Council Chair
Deerfield

Bob Wernet
President & CEO,
Deerfield Episcopal Retirement
Community



a message from our BOARD Chair

2022: A year of celebration and transition...

Early in the year, Bob Wernet announced that he would retire in the summer. Bob arrived at Deerfield in 1998 and over these past 24 plus years, Deerfield has grown from a small home for the aging to being a home for about 650 seniors. We're ever grateful for the many years that Bob gave to create the Deerfield that we're so proud of today and for the ground that he laid for the Deerfield of tomorrow.

Our gratitude and love for Bob was celebrated at several special events given by residents, staff, and the board. Bob was also honored with a proclamation of deep appreciation jointly by the Deerfield Board of Directors and the Deerfield Charitable Foundation. His achievements of Deerfield excellence include: continuous CARF accreditation since 2003, receiving the Leading Age Pathways to Greatness award in 2011, certification as a Medicare provider, eight consecutive deficiency-free Medicare surveys, Fitch ratings as high as "A", an independent living occupancy rate of 98 percent, and a waitlist of over 1375 households.

For over two years prior to Bob's announcement, a Succession Planning Task Force met to update our existing succession plan. And, when he notified us of his plans, we were ready. We had a process and a plan.

A Search Committee, led by Jeff Covington, was appointed by the Board, and the Deffet Group conducted the search. The Deffet Group is highly respected for its consistent success with seeking out superior leadership talent for health and human services organizations nationwide. Deffet conducted a comprehensive national search, and over 60 candidates submitted applications...a testament to Deerfield's reputation.

The goal of the search was to find a new President and CEO who would ensure the best quality of life for the residents of today and move Deerfield successfully into the future.

After a unanimous recommendation by the Search Committee, the Board of Directors appointed Libby Bush as the new President & CEO. Libby is deeply

"We're ever grateful for the many years that Bob gave to create the Deerfield that we're so proud of today and for the ground that he laid for the Deerfield of tomorrow."

experienced in leading quality senior living organizations successfully into the future. She has over 30 years of experience in senior living, and she was previously CEO at Vinson Hall in McLean, Virginia, a 5-Star CARF-accredited Life Plan Community. She has extensive experience leading strategic planning processes, has been a member of LeadingAge VA committees over the years, and served most recently as LeadingAge VA board chair.

Libby has been warmly welcomed and celebrated by residents and staff. And, shortly after Libby's first hundred days, I received an email from a resident saying: "...she gets rave reviews and I thought that you and the board might appreciate knowing that."

Change isn't easy, and it has been a wonderful experience to watch the leadership team, the staff, the residents and many others embrace the challenges and opportunities that we've faced with COVID, a transition in leadership and much more. I thank them all with heart-felt gratitude.

I also thank our dedicated Deerfield Board members for their conscientious care of Deerfield. This year, we welcomed a new member, Tom Owens, who brings a wealth of experience and wisdom from his previous work on the Memory Care Board and from his financial background. I also want to recognize Jeff Covington, immediate past-Board Chair and Virginia Templeton, MD who will be leaving the Board after three 3-year terms. They will be greatly missed!

The Deerfield Board takes the Deerfield Mission to heart: "...to enrich the lives of those who live and work at Deerfield and commit to be a leader in the field of aging services." Our North Star inspires and guides us to ensure that residents have a safe and harmonious home that offers the highest standards of senior living - for today and tomorrow.

With my sincere thanks to all who work together every day to make Deerfield its best,

Roba Whiteley
Chair, Deerfield Board of Directors

a message from our RESIDENTS Council

Highlighting our year has been our meaningful involvement in saying “goodbye and thank you” to Bob Wernet, our double-decades (plus) CEO, and in searching, selecting, and welcoming Libby Bush, our new and deeply experienced CEO. Bob’s thank you celebration brought forth rich poems, stories, and tributes. Libby was warmly welcomed by hundreds of residents. When many of us wrote down what was most

“Restoring that special ethos of “community” to pre-pandemic levels continues to be a major focus of Council effort.”

hiking. Resident mentors are easing the transitions from independent to assisted living.

Particularly valued by residents were the addition of a full time fitness coordinator and the candid all-community forum on Dining. Again this year our members have generously thanked the magnificent Deerfield staff with substantial year-end gifts through our model Employee Appreciation Campaign.

2022 Residents Council

Top row, l to r:

Dave Brown
Carol Falender
Nancy Spann
Herman Boda
Gary Book

Bottom row, l to r:

Jeanne Finan
Sandy Freeman
Dave Galentine
Wayne Mabey
Laurel Radley



Residents’ Council is testing a new structure. The former landscaping committee is operating as a subcommittee of the newly named Facilities Committee. This has freed up a council member to serve as Special Projects Coordinator and undertake a myriad of ad hoc assignments.

We are gratified by the strong working relationship between the administration’s leadership team and the council’s leadership team as we both work toward keeping Deerfield at the very top of CCRC’s in the nation.

Dave Brown
Chair

special about the Deerfield community, the answers fell nicely into five revealing categories (from most frequently mentioned):

- 1 - Peers/Friendships/Community
- 2 - Staff Members/Employees
- 3 - Safety and Care/Services/Assistance
- 4 - Nature/Campus/Circle Woods
- 5 - Activities/Classes/Swimming pool

Restoring that special ethos of “community” to pre-pandemic levels continues to be a major focus of Council effort.

Both Council and General Residents’ meeting, now both in person and via zoom, are setting new records for attendance and involvement.

Residents have conceived and coordinated over 30 resident-led groups; including book groups, Monday Night movies, and language discussion forums. New are Reader’s Theatre and “I Didn’t Know That.” Croquet, chorus, and Writers’ Read draw big crowds. A new series of semi-annual half day programs welcome Deerfield newcomers to campus. Pickleball, photography, and Bocce are beginning to compliment painting and

Carol Falender, Vice Chair and Dining
Nancy Spann, Secretary
Herman Boda, Facilities
Gary Book, Finance
Jeanne Finan, Programs and Activities
Sandy Freeman, Welcome
Dave Galentine, Health and Wellness
Wayne Mabey, Special Projects
Laurel Radley, Employee Appreciation

a message from our **MARKETING** Director

At the first Senior Leadership Team meeting in January 2022, I reported 1,315 households on the waiting list. It continues to amaze me, the growth that I have witnessed year after year since joining this wonderful community in 2013, when there were 623 households on the waitlist. It does not surprise me, as I work beside a team of individuals who work diligently to present this community to visitors, counsel prospects on senior living options, support new residents as they transition to CCRC life, and guide them through transitions within the community. This team continues to amaze me.

The marketing team took on much more in 2022 than any typical year, as the plans for the “Expanding Our Vision” expansion project had taken shape and began to move forward. In March of 2022, we sent a letter to the 300+ households who joined the Expansion Waitlist, announcing approval from NCDOL to move forward with pre-sales and by April we were receiving 10% deposits on entrance fees. It was a flurry of activity throughout the summer as we hit milestones needed but as we neared the 70% goal, the damaging effects of the pandemic on pricing, labor shortages, and



We have increased Campus Communiques with the help of Lynne Caldwell, a Communications Specialist, who not only works with the marketing team to get those email communications to future residents but also with the Human Resources team on employee communications and with Residents on special resident projects.

Marketing Team

Left to right:
Kathy Foster
Dianne Mastandrea
Deborah Robinson
Debbie Wilbanks
Meghan Atkinson



It is important to note that the milestones reached each year are not without the help of our Resident Ambassadors and Welcome Committee members. Residents serve as Ambassadors to introduce new prospects to the community spaces as well as homes that residents graciously make available for viewing. The Welcome Committee members mentor new residents before and after they move in, to offer encouragement and support as they transition to their new home and the Deerfield community. This includes reviewing important documents and apps such as the Resident Handbook and MyDeerfield.org, and navigating the many community and activity areas around campus, as well as inviting them for a social gathering or meal, and much more.

interest rates proved to be unsurmountable and the project was put on pause. This was a difficult time for our future residents, residents, and all of the staff, but we pulled together and provided support and the best guidance we could as the economic challenges put a pause on our momentum.

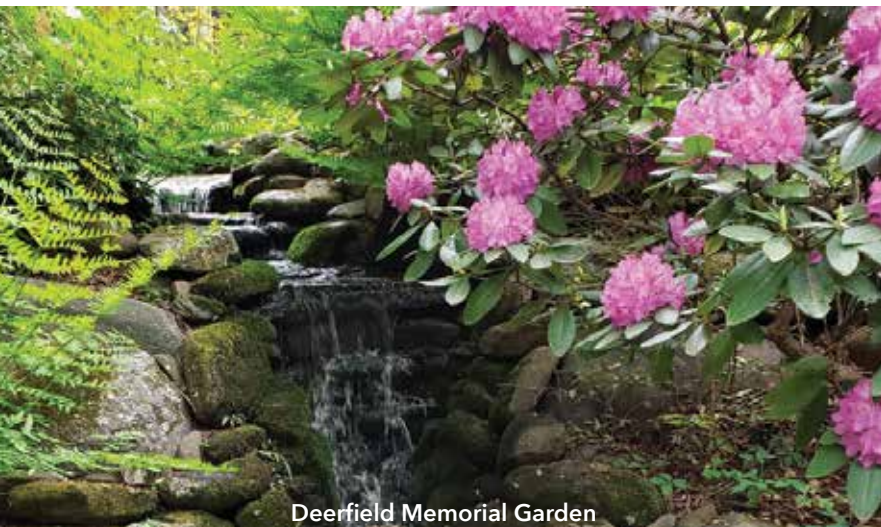
We focused throughout the remainder of the year on the continued efforts to expand communications with future residents, improve documents and floor plans and processes.

The year continued with more transition as we said goodbye to longtime CEO Bob Wernet when he left Deerfield for a well-deserved retirement in August, and welcomed our new CEO, Libby Bush. Transitions and change make us stronger, and it has been true for us. This type of transition allowed for validation of what had been, and opened a space for ideas of what could be. Change moves us forward, and we are embracing it with a renewed energy as we look toward an exciting future for Deerfield and our Future Residents.

Kathy Foster
Marketing Director

ST. GILES Ministry

St. Giles Chapel has been at the heart of the Deerfield community from the beginning, carrying out its ministry of faith, hope and love. Our aim is to provide pastoral and spiritual care for all those in the community, residents and staff, religious and non-religious, together. The core of our ministry is always constant: to offer regular chapel services (Episcopal, ecumenical and interfaith); to offer hospital visitation, end-of-life care and private counseling; and to manage, maintain



Deerfield Memorial Garden

and develop the Deerfield Memorial Garden. However, the ministry of St. Giles serves many outside Deerfield as well. We also substantially contribute to numerous charities, both in the Asheville area and beyond. This is especially seen in our annually renewing college scholarship program for outstanding prospective students from our sister chapel, La Capilla de Santa Maria, in Hendersonville, North Carolina; as well as our tradition of sending numerous children of Deerfield employees to summer camp on full scholarship. Deerfield is an exceptionally generous place.

We are a completely self-supporting department within the larger Deerfield community, and through the generous contributions of hundreds of residents and staff, we were also able to assist these charitable efforts on the community's behalf:

- *Eliada Home Christmas Gifts for children*
- *La Capilla de Santa Maria (our sister-chapel in Hendersonville)*
 - Christmas gifts for the children
 - College Scholarships for three outstanding students
- *Summer Camp Henry Scholarships for Deerfield Employee Children*
- *Special Requests from Deerfield Employees for extraordinary Medical Needs*
- *Habitat for Humanity*
- *Meals on Wheels*
- *Church of the Advocate*
- *Manna Food Bank*
- *Asheville Buncombe County Christian Ministry (ABCCM)*
- *Haywood Christian Ministry*
- *Episcopal Relief and Development*
- *And Many More!*

So, on behalf of the entire staff of St. Giles Chapel, let me say again what a privilege it is to lead this ministry and be a witness of all the many and diverse ways God continues to move in this place through the people of this extraordinary community. St. Giles is an entirely self-supporting and self-sustaining ministry within Deerfield – and in that sense alone is completely unique in the nation – and we are deeply grateful for everyone who chooses to make this ministry possible.



Indeed, we give thanks to God for you always, remembering before God your work of faith, and labor of love, and steadfastness of hope in our Lord Jesus Christ.

Yours in faith,

Lin

The Rev. Richard Lindsley Walton
Director of Pastoral Care Services

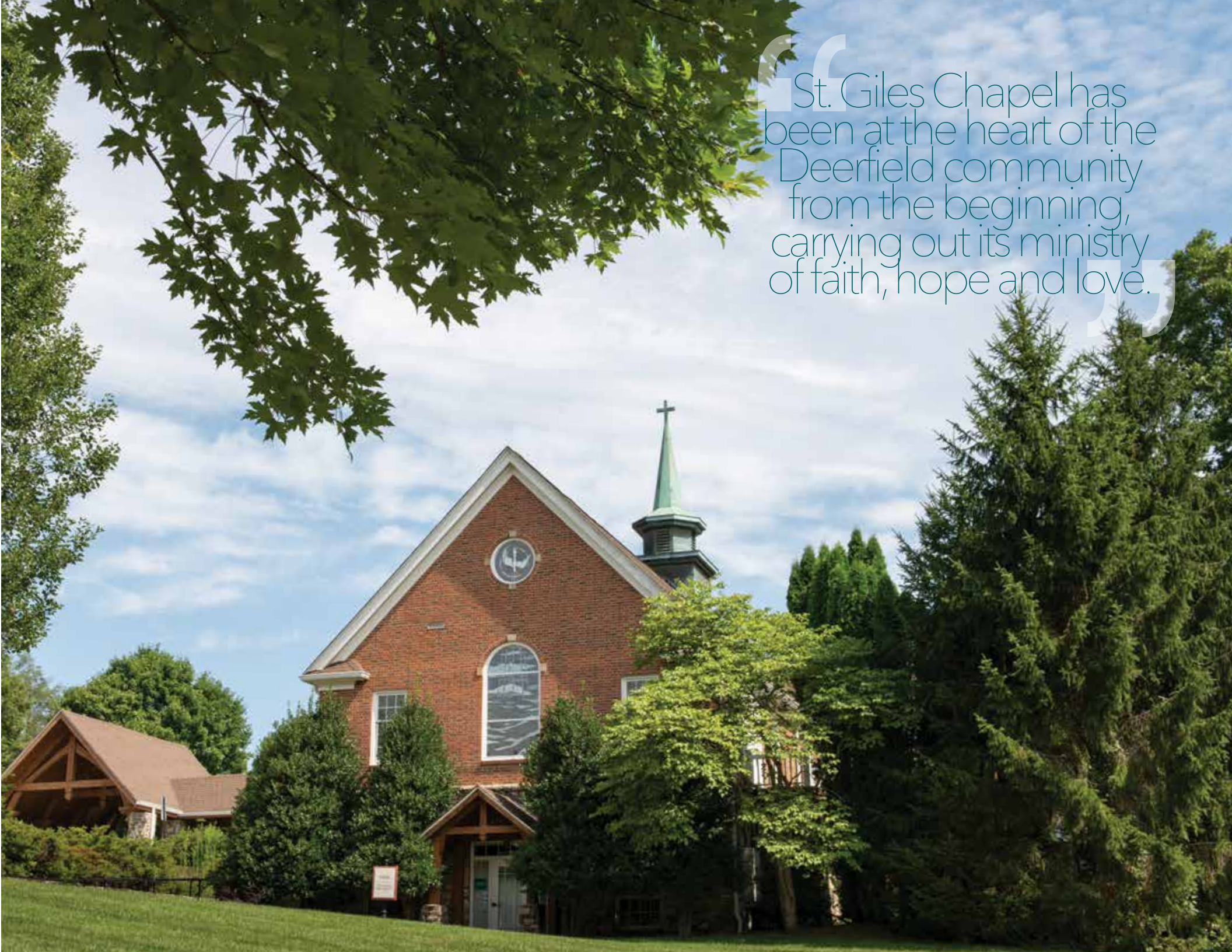


**The Rev. Richard
"Lin" Walton**



Rev. Tonya D. Hill
Chaplain

“St. Giles Chapel has been at the heart of the Deerfield community from the beginning, carrying out its ministry of faith, hope and love.”



RESIDENTLife

Resident Life opportunities not only returned in 2022, but grew to incredible new heights, offering more outings, events, educational programs, wellness and creative opportunities than ever before.

Outings included travel and dining fun with trips on the Great Smoky Mountains Railroad where residents were seated in the first class dining car for a delicious lunch; libations were enjoyed on the Downtown Rooftop Bar tour; and we can't forget the chocolate delights on the French Broad Chocolate tour or the clubhouse dinner at the Tourists baseball game. The

Resident-led groups included Readers Theatre, Writers Read, History in the Classroom, Monday Night Movie, Social Bridge, and Mahjongg to name a few. There are over 35 resident-led groups at Deerfield.

Let's talk fitness. New Resident Life Fitness Associate, Chelsea Stefani joined the Resident Life team in January. Her contributions throughout the year included celebrating Monthly Wellness Observations, and she created a monthly Fitness Center bulletin board in coordination with Wellness Observations. Wellness and fitness is more popular than ever leading

to the addition of many new group exercise classes that include additional Stretch, Tone, & Balance, Strength Advanced, Ballroom Dancing, Strength for

Life, Tap Dancing, and PWR! Art activities abounded led by Michelle Kievit, Art Coordinator. Deerfield artists participated in two themed art challenges creating works rendered in paint, clay, textiles, paper, wood, photography, and more. The artists displayed their creations at an art show with a wine reception. The art was then displayed in our mezzanine gallery and Riverwalk connector showcases.

A celebration of quilts filled the halls with color! Eighteen resident quilters displayed 32 quilts on the mezzanine and on the Riverwalk gallery. Sculptural quilted pieces



were also on display in the Riverwalk connector showcases. Two quilt movies were shown in the Blue Ridge Room along with quilt demos. Residents also enjoyed an outing to the Asheville Quilt Show. To top it off, the 2023 Deerfield Calendar was created, with each month showcasing a quilt from the displays.

Click! A new monthly Photographic Arts program commenced in 2022 with the goal to promote and advance the understanding of, and passion and the joy for photography. This provided opportunities for education, skill development, picture taking, critique and fellowship, facilitated by Western Carolina University Photography Professor, Richard Tichich. A new resident led Photography Group meets monthly.



Peter Ray Leads Resident Photography Group

Resident Life Team

Left to right:

John Price

Michelle Kievit

Chelsea Stefani



Arboretum Winter Lights were mesmerizing, and the BMW plant provided a great experience for car enthusiasts.

2022 Programs included storytelling, dance parties, and concerts that delighted the audience with Celtic music, a brass band, pianists, and violinists to name a few. As the holidays drew near the residents enjoyed an egg nog party, and then closed out the year with a New Year's Eve party featuring music by Tuxedo Junction.





Our potters once again participated in the **Empty Bowls Meals On Wheels** fundraising event. They crafted more than 50 bowls for this annual event. A beginning pottery series was also started this year.

Workshops were offered to artists interested in painting, and they enjoyed workshops in drawing, marbling, alcohol inks, pour painting, oil, pastels, painting landscapes, winter scenes, and flowers. Other art interest groups include Painting & Drawing Artists, Paper Caper Plus, Fiber Art Meet-up, so there are opportunities for everyone.



Sew what? The Sewing Sowers group met twice each month to for weekly workdays to create over 900 items of children's clothing for disadvantaged children all over the world. The Knitters and Stitchers group also made hats, gloves and scarves for the children of

Ukraine facing a cold winter in their war torn country.

All of the creative works of our residents culminated in a successful **Annual Holiday Craft Market** held in November by residents which was once again opened to the public. It will be amazing to see how it grows from here, truly making Deerfield an artists' mecca.



AARP Tax Aides Judy Havard and Kathy Holmes



Resident Dulcimer Group



Wayne Mabey and Pat Baker stand beside an Electric Vehicle Station



Laura Godfrey of The Sewing Sowers Group



Wooden crafts displayed at Craft Market

DINING



For Deerfield's dining program, the year 2022 was all about change—a changing pandemic with implications for the hospitality industry, changing resident expectations and a heightened focus on individual dietary needs and preferences, and a changeover in dining management. Staffing, food supply, and cost challenges abounded but were overshadowed by accomplishments and special memories.

The year began with the revitalization of Deerfield's free employee meal program. Later, Canon's Corner, a hub of vibrancy and socialization, reopened, and monthly wine and cocktail specials were launched. The warmer months were especially enjoyable, with merry groups of residents spilling out of the bar space to enjoy the Community Center courtyard spruced up with new, draped lighting. The Riverwalk Café team expanded operating hours to include breakfasts and then Saturdays, and the venue became more popular than ever. In the Bistro, resident requests were answered with the return to seat-yourself dining and the provision of gluten-free dessert options, for example. We renewed our focus on food quality and consistency as well as

the execution of scrumptious, memorable holidays. In 2022, the winter holiday meals were especially outstanding.

With the acute phase of the COVID-19 pandemic fading, we set a transformational journey for our dining services program in motion. We engaged senior living dining and hospitality experts, The Hollyday Group, to perform a comprehensive operational assessment and environmental scan. The group facilitated resident forums, in which 180 residents participated, that identified priorities and formed a foundation for future visioning. In addition, we welcomed exceptional interim leaders. As the year came to a close, Gail Hunter, Deerfield's Healthcare Dining and Catering Manager, was named Interim Dining Services Director. At the same time, Chef Tess Cochran, also a long-tenured Deerfield superstar based in the health center, was installed in the Bistro as Interim Lead Chef. Together, they made magic happen, and resident satisfaction skyrocketed in mere weeks. With their incredible presence, and the arrival of another leader, Interim IL Dining and Catering Manager, Matt Schenk, we ended the year on stable ground. We look ahead with fresh eyes, open minds, and excitement for all that is to come.



Matt Schenk



Gail Hunter



Water Outage of '22

The Deerfield community, along with all of South Asheville, faced a monumental challenge in the last week of 2022. An unusually long period of freezing temperatures caused a complete water outage that affected Deerfield on Christmas Day leaving the community without any water, potable or otherwise, until New Year's Eve. The staff and residents faced and managed the emergency by coming together with great skill, strength, humility, and humor.

The staff put regular responsibilities aside to assist in any way needed, which included using pool water to manually flush toilets, transport residents to the local YMCA to take showers, make sure all had access to drinking water, and the residents joined right alongside to help their neighbors.



There was much to celebrate as the year came to a close, most importantly the amazing bond between residents and staff that became stronger having faced this challenge together.

FACILITIES



Keith Einsmann

The Facilities Department had another busy year in 2022, and these are just some of the highlights!

One of the first homes built on St. Giles Place reached its lifespan and was removed allowing space for two additional

villas on Lincolnshire Loop. The new residents took occupancy of those new villas in the summer.

St. Giles Chapel received some attention both inside and out, with a new, shingled roof, an upgraded video system, and light fixture changes to LED lights.

Energy efficiency measures were completed in a few other areas including the replacement of water pumps in the Haden water vault enabling huge gains in energy efficiencies. LED lights were installed in the Bistro, Riverwalk kitchen, the Haden Hall kitchen, and Simonds Health Care Center.

Three electric vehicle stations were installed and activated at each of the buildings, Henry, Timson, and Tuton Hall. Each of the locations can charge two vehicles at a time.

The renovation plan for Haden Hall Assisted Living continued with five additional Assisted Living Suites updated with new cabinets, flooring and paint.

Other items include the replacement of 47 older security cameras, handrail replacement at The Timbers on Timson Road, new floors installed in Simonds Health Center showers, the resurfacing of the pool floor, and a Bocce Court was added to the Croquet Court area.

The holidays brought some unexpected surprises as frigid temperatures caused a burst sprinkler pipe in Henry Hall on Christmas Eve and Christmas Day. This precipitated the much talked about water outage, which extended from Christmas Eve to New Year's Day.

Along with the satisfaction of all the day-to-day work and special projects that were completed, the Facilities Team can be proud of a deficiency-free survey from the fire marshal and DSHR.

Keith Einsmann
Director of Facility Services



Health & Wellness



Brian King

The health care world continues to experience challenges in the ability to provide quality care services across a wide spectrum of care settings. At Deerfield we are facing those challenges directly, with renewed recruitment efforts, a cooperative

partnership with existing staff to identify measures key to enhancing retention rates, servant leadership strategies to support direct care efforts and resident engagement to create a cohesive approach across all care levels.

We strive to create a culture among our workforce that prioritizes quality of care while enhancing quality of life.

We anticipate a continued need in the coming year to distinguish ourselves amongst our peers, culturally, in order to create an attractive option for new staff recruitment and continue to develop ownership of outcome for our entire health care team. It is an exciting time of growth and renewal in the wake of the COVID pandemic.

Brian King NHA, OTL
Director of Health and Wellness



LeadingAge NC: Shirley Burnette Presented with Lifetime Achievement Award



Shirley Burnette, Director of Human Resources, has been an employee of Deerfield since 1969. That's 53 years!! She grew up walking distance from the community and her mother worked in the Housekeeping Department. She

remembers crossing the street and roaming the campus in wide-eyed wonder. She began working as a Dietary Aide at Deerfield when she was 15. Shirley would eventually become Assistant to the Food Services Manager and then ("before she felt ready" - her words) was promoted to Food Services Manager.

When Bob Wernet was hired as Deerfield's CEO in 1999, he quickly recognized her wide scope of ability,

particularly the way she interacted with her employees. He challenged her to consider creating the community's first Human Resources Department (until then all HR duties had been handled by Department heads). She worked hard, earning the required education and certifications and headed up an HR Department, managing fewer than 50 employees serving fewer than 100 residents. Shirley has remained steady through several expansions and today she oversees Human Resources for our growing community - employing over 300 employees who serve more than 600 residents.

Shirley is persistently optimistic and believes deeply in Deerfield and its employees! She is a champion of "The Deerfield Way" - treating every member of our community with respect, dignity, and care. We are beyond blessed by her presence and a career that touches seven decades, beginning during Nixon's presidency and continuing into the 2020s!



Asheville Holiday Parade 2022



Employee Awards

Deerfield has always been a place where people have the opportunity to thrive, whether in their homes at Deerfield or in their workspace. In fact, the mission is to enrich the lives of those who live and work at Deerfield and being a leader in the field of aging services.

To look around and observe the vibrant activity happening throughout the campus in both resident and staff spaces, and all community areas in-between, you know it is truly happening. People are living well, and people are working well.

The staff at Deerfield are something to celebrate. In 2022 more than twenty employees received a certification, degree, or promotion through education, dedication and hard work.

The work of all the staff, from every department and every position, contributed to a deficiency-free survey for the 7th year in a row! Deerfield received both a deficiency-free Medicare survey and Life Safety survey in 2022.

Let us celebrate these accomplishments and the work that each and every employee does day after day to support the mission.

AWARDS & CERTIFICATIONS

Aaron Greene, Grounds Department, received his Commercial Pesticide License

Keith Einsmann, Certified Healthcare Engineer - he received this certification through NCHCA (North Carolina Healthcare Engineers Association)

Nursing

CNA to MT: Brent Smith obtained MT certification

CN to CNA II: Brittney Moore obtained CNA II certification

CNA II to MT: Curtis Pelep obtained MT certification

CNA II to MT: Brittany Batson obtained MT certification

CNA to MT: Michaela Yates obtained MT certification

CNA to MT: Alex Boseman obtained MT certification

CNA to CNA II: Jon Player obtained CNA II certification

RAC-CTA: Danielle Greco BSN, RN obtained this certification

RAC-CT: Ashley Banks BSN, RN obtained this recertification. (Resident Assessment Coordinator, Certified)

WCC: Dana Blackwell, RN Unit Coordinator obtained this recertification. (Wound Care, Certified)

Graduated: Brittany Drake, LPN Staff Nurse completed Associate Degree - Registered Nurse course requirements partly using Danny Boone Scholarship Funds. Awaiting taking her nursing boards.

Cindy Clampett MSN, RN, Director of Nursing, completed the LeadingAge Leadership Academy
Delaina Davis (hired as a CCMA to work as the Clinic's Clinical Office Assistant) became licensed as a Practical Nurse (LPN) as a Danny Boone scholar

Promotions

Danielle Greco BSN, RN Resident Care Coordinator to Quality Assurance RN

Ashley Banks BSN, RN QA to Assistant Director of Nursing

Lisa Danciu RN to Treatment Nurse

Laura Earwood LPN Unit Coordinator to Assisted Living Nursing Coordinator

Kacie Young RN Unit Coordinator to Resident Care Coordinator

Marlene Olmedo RN Community Nurse to Unit Coordinator

- Deficiency Free Medicare Survey 2022, 7th year in a row
- Deficiency Free Life Safety Survey 2022





The Legacy of Bob Wernet

Bob worked with the Board of Directors to move towards another expansion, planned to break ground in 2022.

Bob's penchant for new initiatives and his heart for expanded outreach led to an employee scholarship program memorializing a beloved colleague, establishing a Rotary Club on our campus, provision of office space for our local Council on Aging, and the recently established Deerfield Charitable Foundation. He served on multiple non-profit boards and has established working relationships with many local agencies and businesses. He advocated for an Aging in Place program with the local Habitat for Humanity and so far, Deerfield has sponsored 12 homes outfitted for senior adults to age in place.

During his tenure, Deerfield:

- Became CARF accredited in 2003 (and has maintained accreditation since then)
- Received the Pathway to Greatness award in 2011
- Became Medicare certified (with seven straight years of "deficiency-free" surveys)
- Has been 5 Star Rated by Medicare since 2014



Ribbon Cutting for Tuton Hall 2010

- Currently has a Fitch rating of "A" (only one of 15 CCRCs in the country to be A rated by Fitch)
- Received multiple Lighthouse Beam Safety awards

Bob was also involved at the state level with North Carolina LeadingAge, serving as President of the Board and taking an active role in fundraising for the organization's new headquarters.

With all of the above objectively impressive accomplishments, those who have worked closely with Bob list many great character traits, but one in particular stands out - Humble Servant Leadership: "Bob never asks us to do anything he's not willing to do himself." He consistently points to his team, sharing the credit for success: "It's never 'I'—always 'We'...never 'Me'—always 'Us.'"

Beginning as an orderly at a nursing home in high school, Bob Wernet quickly knew that working with older adults was his calling. After serving in multiple leadership positions in the CCRC world, he came to Deerfield Episcopal Retirement Community when it

was a small "home for the aged" in 1998. Deerfield was beginning an expansion, with plans to become a CCRC and Bob had the career experience and the vision necessary to make that a successful transition. He hit the ground running!



Under Bob's leadership, Deerfield acquired 45 additional acres of land and undertook multiple expansions, consistently repositioning for the benefit of current and future residents. With a waitlist of 1,300+,



Habitat for Humanity Volunteer

Taryn Tindall Promoted to Director of Resident Services



Since early 2020, Taryn has been serving as the point person for Deerfield's response to COVID-19, while simultaneously earning her North Carolina Nursing Home Administrator's license.

Over the last year, Taryn has been heavily involved with the operations of several key departments and those corresponding resident committees as a form of

hands-on training. In her new role, Taryn will be responsible for Deerfield's Housekeeping, Dining, and Resident Life departments, as well as oversight of Spa/Salon Services.

Taryn will remain the point-person for Deerfield's ongoing COVID-19 response, and will be engaged in other special projects as part of our Leadership Team (i.e. CARF Reaccreditation, Satisfaction Surveys, etc.). Please join us in congratulating Taryn as she moves in to this new role with new responsibilities.

"I am grateful for the opportunities I have received at Deerfield and the support from the community that has allowed me to learn and grow right here in a place that I love."

– **Taryn Tindall**, Director of Resident Services

Matthew Sharpe Named Chief Operating Officer

Deerfield looks to a future of continued growth and enhancement of services for its residents of today and tomorrow. Recognizing that having exceptional strength in its executive team is paramount, Deerfield announced its promotion of Matt Sharpe, former Executive Director, to Chief Operating Officer.

Matt joined Deerfield in March 2004. Upon joining Deerfield, he was part of the Administrator in Training Program through the State of North Carolina and earned his Nursing Home Administrator License in October 2005. He has a Bachelor of Science in Health Care Management from the University of North Carolina at Asheville and also a Masters in Business Administration from Western Carolina University.

"Matt Sharpe has exceeded all expectations across his 18-year tenure with Deerfield and his contributions have been integral to bringing us to the place we stand today as a five-star, premier community" said Roba Whiteley, Deerfield Board Chair. "Matt has been involved in all aspects of Deerfield overseeing Operations, Health & Wellness, Facility Services, Marketing, Human Resources, Pastoral Services and has served as liaison to the Residents' Council."

"I have a deep appreciation for the mission and core values of this organization and I will give 100% to make sure Deerfield continues to be a wonderful place to live and work."

– **Matthew Sharpe**, COO



DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC

Balance Sheets September 30, 2022 and 2021

Assets	2022	2021
Current assets:		
Cash and cash equivalents	\$ 9,963,486	\$ 9,173,469
Investments	62,315,665	74,239,740
Accounts receivable	1,402,946	2,045,164
Prepaid expenses	301,739	277,878
Inventories	113,207	139,594
Current portion of assets limited as to use	54,680	54,510
Total current assets	74,151,723	85,930,355
Non-current assets:		
Assets limited as to use:		
By Board for:		
Statutory operating reserves	8,471,000	8,085,000
Benevolent assistance	1,917,786	2,357,964
Renewal and replacement fund	10,400,000	10,400,000
Mission advancement fund	8,259,809	10,157,657
Under bond indenture agreement	54,680	54,510
Under escrow agreements	196,406	325,007
Under donor restrictions	4,966,027	4,789,596
Total assets limited as to use	34,265,708	36,169,734
Less current portion	(54,680)	(54,510)
Total assets limited as to use, less current portion	34,211,028	36,115,224
Property and equipment, net	133,189,787	131,715,540
Total non-current assets	167,400,815	167,830,764
Total assets	\$241,552,538	\$253,761,119
Liabilities and Net Assets		
Current liabilities:		
Accounts payable	\$ 3,235,604	\$ 3,060,128
Accrued salaries and wages	694,515	546,242
Accrued interest payable	880,442	914,768
Other accrued liabilities	1,280,925	1,221,695
Refundable entrance fees	1,800,000	1,400,000
Current portion of bonds payable	3,055,000	2,975,000
Total current liabilities	10,946,486	10,117,833
Long-term liabilities:		
Deferred parking revenue	529,479	517,240
Refundable parking fees	65,000	75,000
Admission deposits	1,764,588	2,149,504
Refundable entrance fees, less current portion	14,212,207	13,184,991
Deferred revenue from entrance fees	87,388,526	83,235,983
Deferred customization revenue	695,331	774,207
Bonds payable, net	46,062,892	49,357,042
Total long-term liabilities	150,718,023	149,293,967
Total liabilities	161,664,509	159,411,800
Net assets:		
Without donor restrictions	71,988,423	86,828,495
With donor restrictions	7,899,606	7,520,824
Total net assets	79,888,029	94,349,319
Total liabilities and net assets	\$241,552,538	\$253,761,119

Statements of Cash Flows

For the Years Ended September 30, 2022 and 2021

	2022	2021
Operating activities:		
Change in net assets	\$ (14,461,290)	\$ 16,301,006
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	6,453,762	6,099,236
Amortization of bond premium	(301,450)	(301,449)
Amortization of bond issuance costs	62,300	62,300
Entrance fees received	13,538,346	9,996,298
Amortization of entrance fees	(9,254,453)	(10,503,289)
Net change in:		
Investments and other assets limited as to use	13,828,271	(13,424,099)
Accounts receivable	642,218	(243,076)
Prepaid expenses	(23,861)	(27,268)
Inventories	26,387	(57,572)
Accounts payable and accrued liabilities	348,653	824,796
Deferred parking revenue and refundable parking fees	2,239	(22,793)
Admission deposits	(344,101)	742,896
Net cash provided by operating activities	10,517,021	9,446,986
Investing activities:		
Purchases of property and equipment	(7,927,824)	(7,365,821)
Change in assets limited as to use	(170)	423
Net cash used by investing activities	(7,927,994)	(7,365,398)
Financing activities:		
Payment on bonds payable	(2,975,000)	(2,910,000)
Refunds of deposits and refundable fees	(251,226)	(1,610,441)
Refundable entrance fees received	1,427,216	1,307,311
Net cash used by financing activities	(1,799,010)	(3,213,130)
Change in cash and cash equivalents	790,017	(1,131,542)
Cash and cash equivalents, beginning of year	9,173,469	10,305,011
Cash and cash equivalents, end of year	\$ 9,963,486	\$ 9,173,469
Supplemental cash flow information:		
Interest paid	\$ 1,967,109	\$ 2,043,370
Non-cash activities:		
Entrance fee refund included in accounts payable at year-end	\$ -	\$ 16,400

DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC.

Statements of Operations and Changes in Net Assets

For the Years Ended September 30, 2022 and 2021

	Without Donor Restrictions	With Donor Restrictions	2022	2021
Revenues, gains and other support:				
Resident fees	\$26,302,759	\$ -	\$26,302,759	\$24,996,717
Net realized gain on investments	4,105,009	-	4,105,009	1,159,142
Net unrealized loss on investments	(20,359,924)	(11,150)	(20,371,074)	10,364,233
Contributions and bequests	373,638	-	373,638	456,365
Interest and dividend income	2,201,397	20,984	2,222,381	1,789,647
Amortization of entrance fees	9,254,453	-	9,254,453	10,503,289
Other income	865,263	-	865,263	1,351,860
Net assets released from restriction--operating	1,008,043	(1,008,043)	-	-
Total revenues, gains and other support	23,750,638	(998,209)	22,752,429	50,621,253
Expenses:				
Program services	32,646,713	-	32,646,713	29,911,203
Supporting services	5,943,997	-	5,943,997	5,220,854
Total expenses	38,590,710	-	38,590,710	35,132,057
Excess of revenues under expenses	(14,840,072)	(998,209)	(15,838,281)	15,489,196
Other changes in net assets:				
Contributions	-	1,376,991	1,376,991	811,810
Change in net assets	(14,840,072)	378,782	(14,461,290)	16,301,006
Net assets, beginning of year	86,828,495	7,520,824	94,349,319	78,048,313
Net assets, end of year	\$71,988,423	\$ 7,899,606	\$79,888,029	\$94,349,319

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.





Deerfield

ESTABLISHED 1955
by the EPISCOPAL DIOCESE OF WNC

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