



2018 Financials &
Disclosures

BLAKEFORD
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GOVERNANCE

BOARD OF DIRECTORS

| | |
|------------------------|----------------|
| Luke Gregory, Chairman | Tammy Boehms |
| Laura Beth Brown | Barbara Cannon |
| Jim Crowell | David Gregory |
| Joey Harwell | John Lowry |
| Keith Meador | Arie Nettles |
| Mary Clare Pyron | Mark Vandiver |

LEADERSHIP

| | |
|---|--|
| Brian Barnes, President & CEO, Blakeford, Inc. | Allison Griffith, Vice President & COO, Blakeford, Inc. |
| Al Griffin, Chief Financial Officer, Blakeford, Inc. | Jane Kelley, Executive Director, Home & Community Services |
| Lakecia Harper, Administrator for Health Services, Blakeford at Green Hills | Holli White, Administrator for Independent Living Services, Blakeford at Green Hills |
| Sarah Bishop, Director of Sales & Marketing, Blakeford at Green Hills | Shawn Clark, Director of Technology/Resident & Guest Services, Blakeford, Inc. |

VALUES & CULTURE

Blakeford is a nonprofit corporation committed to providing the highest quality of services to our residents and their families. At Blakeford, we are not content with the status quo. We are continually seeking new and innovative ways to deliver our care and services.

Our Shared Values, which define and demonstrate this commitment, are as follows:

- Community
- Compassion
- Respect
- Consistency
- Integrity
- Empowerment
- Innovation

At Blakeford, we value our team members and provide the training and support to help them achieve their goals and achieve a high level of performance.

We provide all team members with department-specific training for customer service and the processes necessary to deliver the best possible service to all those who are a part of Blakeford.

Part of the service training includes putting our Shared Values into practice each day. As our entire Blakeford team learns and demonstrates these values daily, we confirm our commitment to providing exemplary service every time.

PHILOSOPHY OF WELLNESS

Blakeford believes in offering our residents opportunities that strive to meet the needs of the whole person. Our philosophy is called WellLife at Blakeford.

WellLife is Blakeford's approach and answer to offering a lifestyle built on successful aging through a variety of Wellness and Life Enrichment opportunities all designed to enhance the quality of life of older adults. WellLife provides Blakeford residents the platform for maintaining optimal well-being by engaging and empowering them to live a more meaningful life through quality interactions and lifestyle opportunities.

WellLife has adopted four dimensions of wellness and defined them as the following:

CONNECT

Create meaningful relationships and strengthen the community by sharing your interests, knowledge and skills.

THRIVE

Nurture a lifestyle of healthy habits by setting personal wellness goals that can be achieved through exercise programs and educational services

ENLIGHTEN

Broaden your knowledge, creativity, and skills through intellectually stimulating programs, lifelong learning opportunities, and cultural events.

INSPIRE

Encourage and affirm the expression of personal values and beliefs through opportunities that engage spiritual and emotional well-being.

PROGRAMS & SERVICES

At Blakeford, we offer a full continuum of care designed to meet all those we serve, including:

- Independent Living
- Assisted Living
- Skilled Care
- Intermediate Care Nursing
- Personal Home Services through Blakeford At Home

Blakeford provides a wide variety of programs and services for our residents, including:

- Housekeeping, maintenance, laundry, and utilities to our residents, which ensure a worry-free, convenient lifestyle.
- Extensive wellness, social, and recreational programs which promote continuing education, preventative health maintenance, and social interaction.
- Transportation is provided Monday through Friday between 8 am and 4:30 pm. Those services are arranged through our receptionists and can be scheduled 24 hours in advance.
- Medication management services are available in Independent Living through Blakeford At Home. In Assisted Living and the Health Center, team members are available to assist with the administration of medication.
- Emergency response is available throughout our community 24 hours per day, seven days a week. The nursing team is trained and ready to respond to emergencies anywhere in our community.

PROGRAMS & SERVICES, continued

Blakeford At Home provides high-quality in-home care services for each client. Nurturing caregivers are available for short-term assistance with recovery from a procedure up to 24 hours a day ongoing. Because Blakeford At Home caregivers are employees and not independent contractors, they have the benefit of Blakeford leadership, supervision, training, and support.

Blakeford At Home is a CARF-CCAC accredited home care agency and licensed by the state of Tennessee as a personal support services agency.

LiveWell By Blakeford is a comprehensive plan for healthy and independent older adults seeking a lifestyle plan and asset protection at home. Members join when they are healthy and well, and have the full benefit of Blakeford wellness and recreational services, such as fitness programming, and educational classes.

Each member also has the benefit of a personal care coordinator upon the first day of membership. The care coordinator is a specialist in geriatric care management and is available 24 hours a day for support, advice, and crisis management.

The program offers a variety of plans and coverage options to suit each family, and if and when a member requires assistance at home, covered services include assistance with transportation to medical appointments, help with home chores and personal care. Most plans also coverage of facility care as well.

Because of the comprehensive nature of the LiveWell offering, LiveWell can either complement or be a complete alternative to long-term care insurance.

PROGRAMS & SERVICES, continued

Blakeford also serves and benefits the greater Nashville community through its affiliations with local university health care programs. University nursing students from Belmont and Lipscomb receive education about long-term care as part of their curriculum in Blakeford's skilled nursing facility. Also, Blakeford maintains a nurse aide education program which trains future nurse assistants and helps them to receive their nurse aide certifications and find employment, whether at Blakeford or another facility.

We continue to work to reach out into our community to provide more and better services to all those we serve.

RIGHTS OF PERSONS SERVED & ACCESSIBILITY

At Blakeford, we are committed to respecting the rights of all persons served and have implemented policies to promote the right of freedom from:

- Abuse
- Financial or other exploitation
- Retaliation
- Humiliation
- Neglect

Residents have contractual rights which may be redefined and supplemented in higher levels of care.

Residents also have the right to lodge both formal and informal complaints.

Blakeford promotes accessibility and the identification and removal of barriers for the persons served and other stakeholders. Leadership takes into consideration any accessibility needs, physical, cognitive, sensory, emotional, or developmental that may hinder full and effective participation on an equal basis with others.

Barriers consist of:

- Architecture
- Environment
- Attitudes
- Finances
- Employment
- Communication
- Technology
- Transportation

FAMILY INVOLVEMENT & ADVANCE DIRECTIVES

It's important that we as an organization provide exemplary service to not only our residents but to their families as well.

As we encourage family involvement, we also value the wishes of our residents in regard to the nature and level of that involvement.

We recognize legal surrogates such as a durable power of attorney and durable power of attorney for healthcare.

We work closely with our residents to ensure that advance directives are in place and communicated effectively as necessary.

We give initial notification to family members concerning a change in a resident's status and provide updates to family members. We encourage family involvement in the process, at the discretion of persons served.

HEALTH & SAFETY

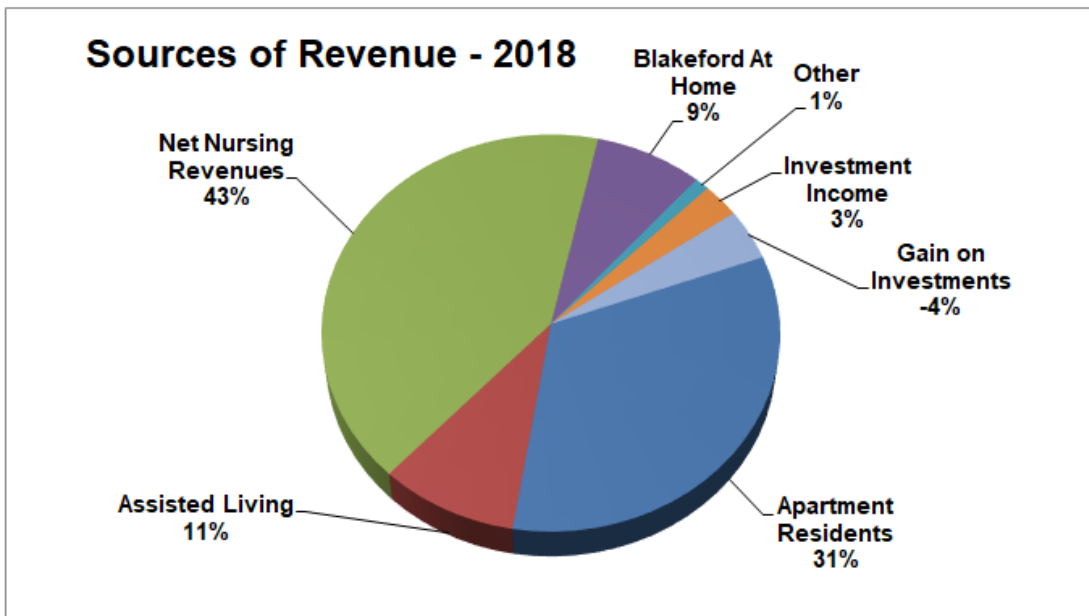
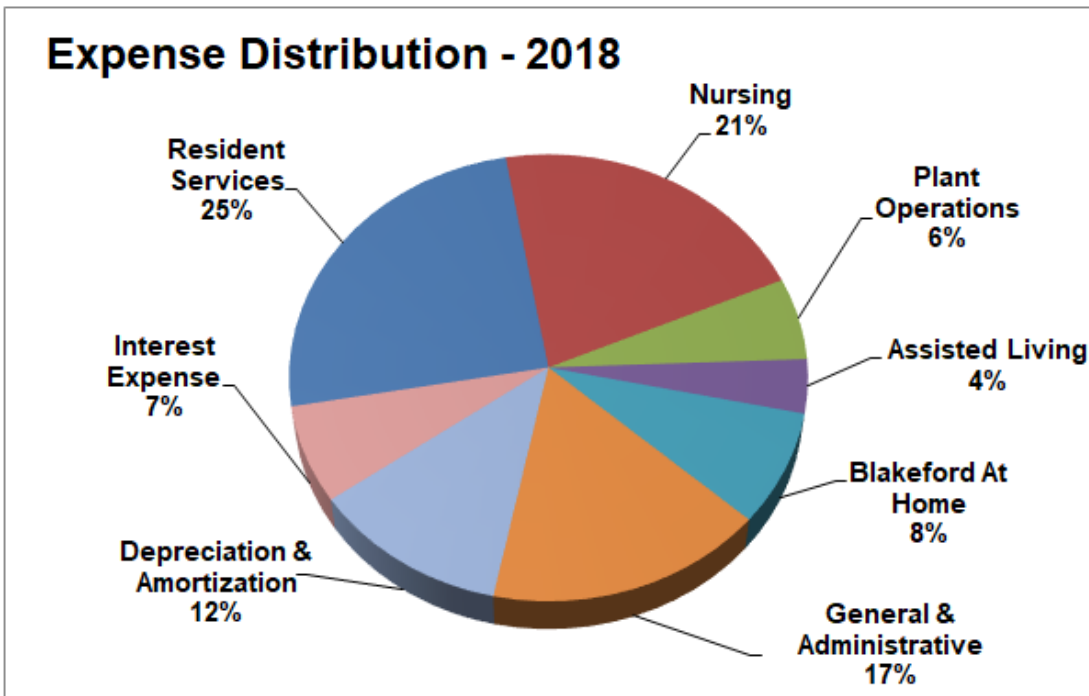
The health and safety of our team members and residents is a top priority for our leadership.

We have established standard operating procedures to maintain the wellbeing of all individuals in our community each day.

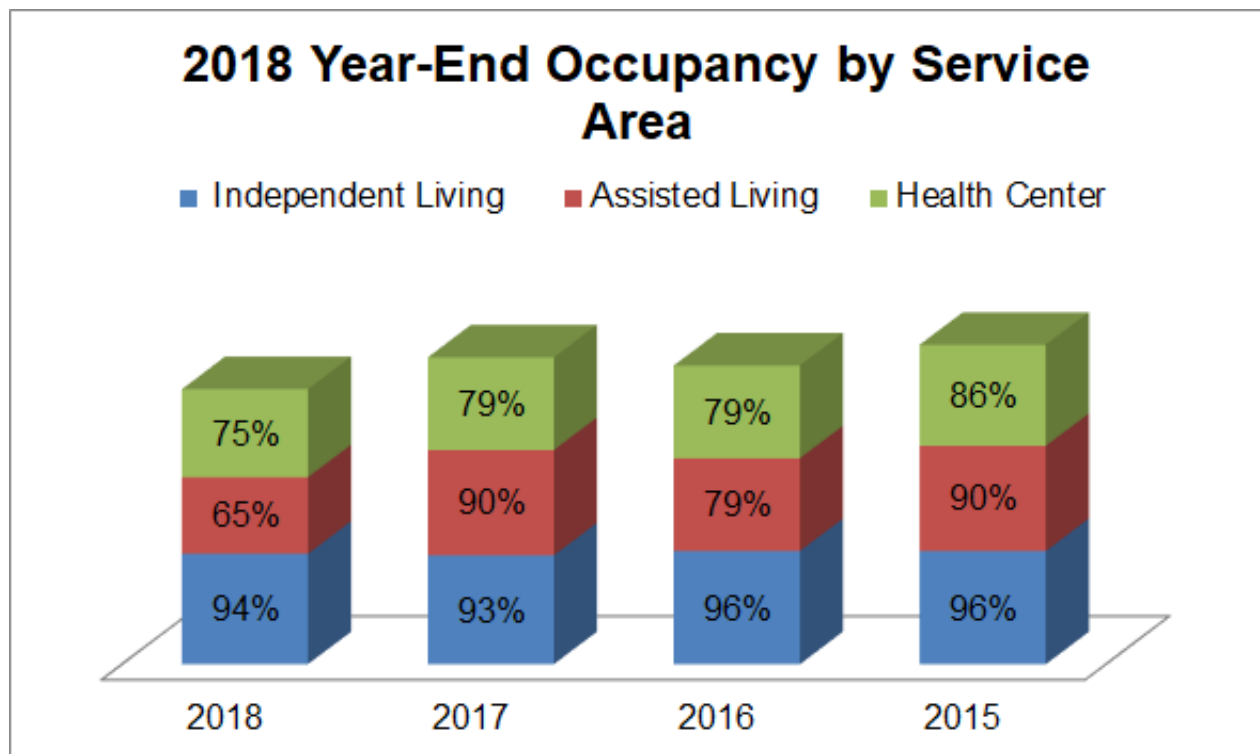
These procedures include:

- Appropriate evacuation signage
- A first aid and emergency response system
- Updating and distributing emergency information
- Adhering to the requirement to report communicable diseases or other contagious conditions

FINANCIAL OVERVIEW



FINANCIAL OVERVIEW



Six Year History of Financial Performance

| Fiscal Year Ended | Net Operating Income | Net Income/ (Loss) | Total Assets |
|-------------------|----------------------|--------------------|--------------|
| December 31, 2018 | \$2,297,885 | \$(913,007) | \$52,946,603 |
| December 31, 2017 | \$3,266,318 | \$1,401,737 | \$55,545,478 |
| December 31, 2016 | \$2,961,617 | \$629,962 | \$51,200,126 |
| December 31, 2015 | \$3,681,976 | \$499,710 | \$52,815,802 |
| December 31, 2014 | \$2,924,337 | \$295,471 | \$52,069,297 |
| December 31, 2013 | \$3,557,145 | \$1,501,839 | \$52,471,727 |