



2021 FINANCIALS & DISCLOSURES

BLAKEFORD
SENIOR LIFE
— *B* —



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VALUES & CULTURE

Blakeford is a nonprofit corporation committed to providing the highest quality of services to our residents and their families. At Blakeford, we seek 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 and team members 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 and team members 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 elements 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 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

In 2022, Blakeford will add secured memory care to its service offerings, thereby allowing us to provide a complete continuum of care to our residents and their families.

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

- Housekeeping, maintenance, laundry, transportation, and utilities to our residents, which ensure a worry-free, convenient lifestyle.
- Extensive wellness, social, and recreational programs that promote continuing education, preventative health maintenance, and social interaction.
- 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 medication administration.
- 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.

BLAKEFORD
SENIOR LIFE
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PROGRAMS & SERVICES

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 cover 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.

BLAKEFORD
AT HOME
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LiveWell
BY BLAKEFORD
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PROGRAMS & SERVICES

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.

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



EXPANSION & ENHANCEMENT PROJECT

In December 2020, Blakeford broke ground on its major expansion and enhancement construction project. This project includes the addition of 51 independent living apartments and the construction of a new health and wellness center, and many new resident amenities, including an art studio, woodworking shop, and pet salon. Blakeford will also add new dining options, from casual to formal, and enhancements to all of our independent living common area spaces.

Blakeford's health care areas will also see significant enhancements, including new dining rooms, renovated resident common areas, and a larger inpatient and outpatient therapy space.

One of the most important aspects of the expansion is the construction of secured memory care. This addition will consist of two neighborhoods designed specifically for those who require a secured environment.

Together, these additions and enhancements will ensure that Blakeford continues to be a leading provider of services to seniors and their families.



RIGHTS OF PERSONS SERVED & ACCESSIBIITY

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:

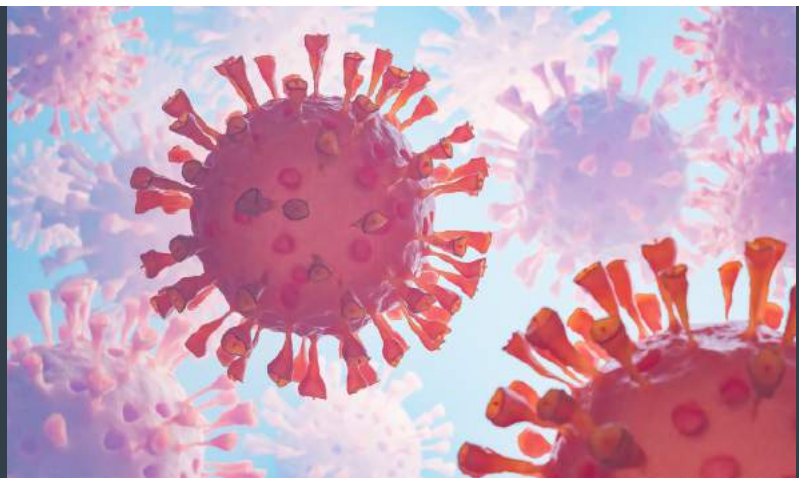
- Appropriate evacuation signage
- A first aid and emergency response system
- Updating and distributing emergency information
- Adhering to the requirement to report communicable diseases or other contagious conditions



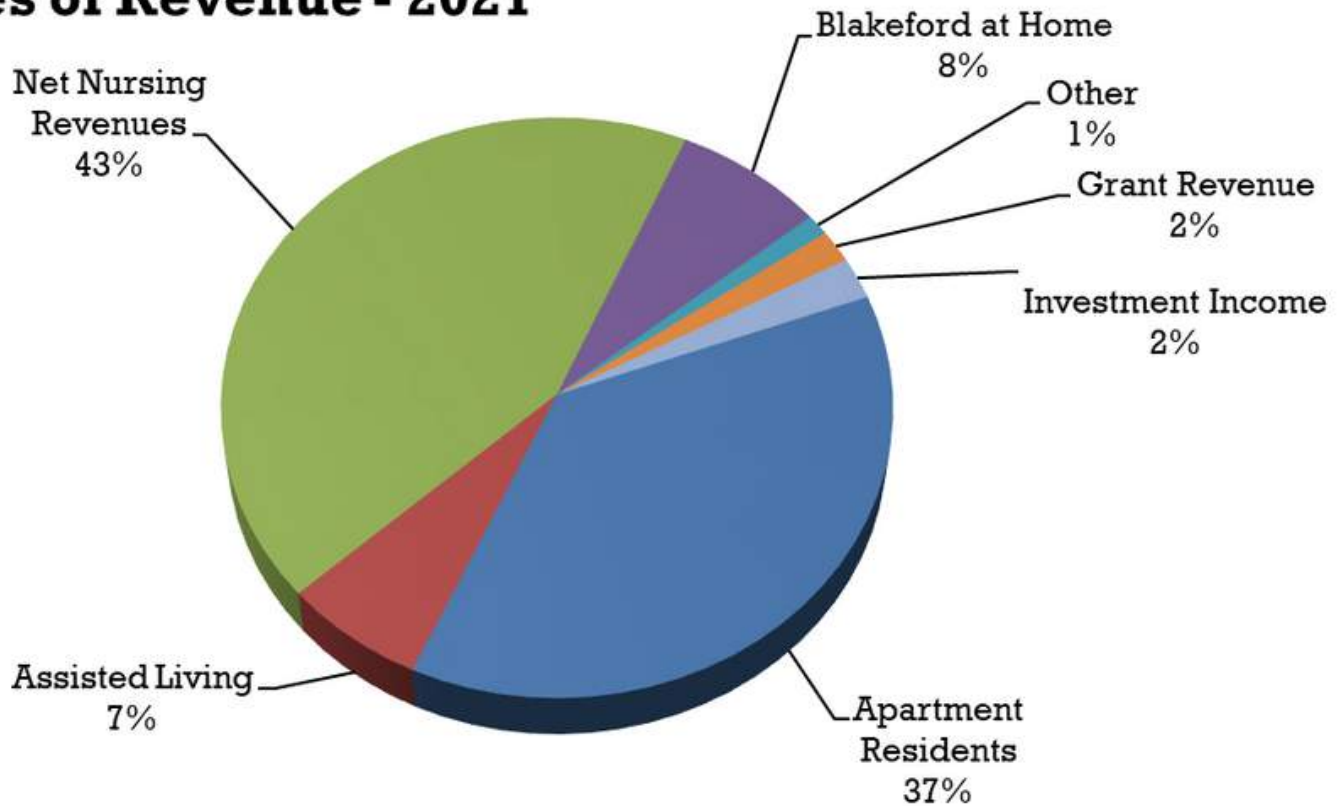


HEALTH & SAFETY - COVID

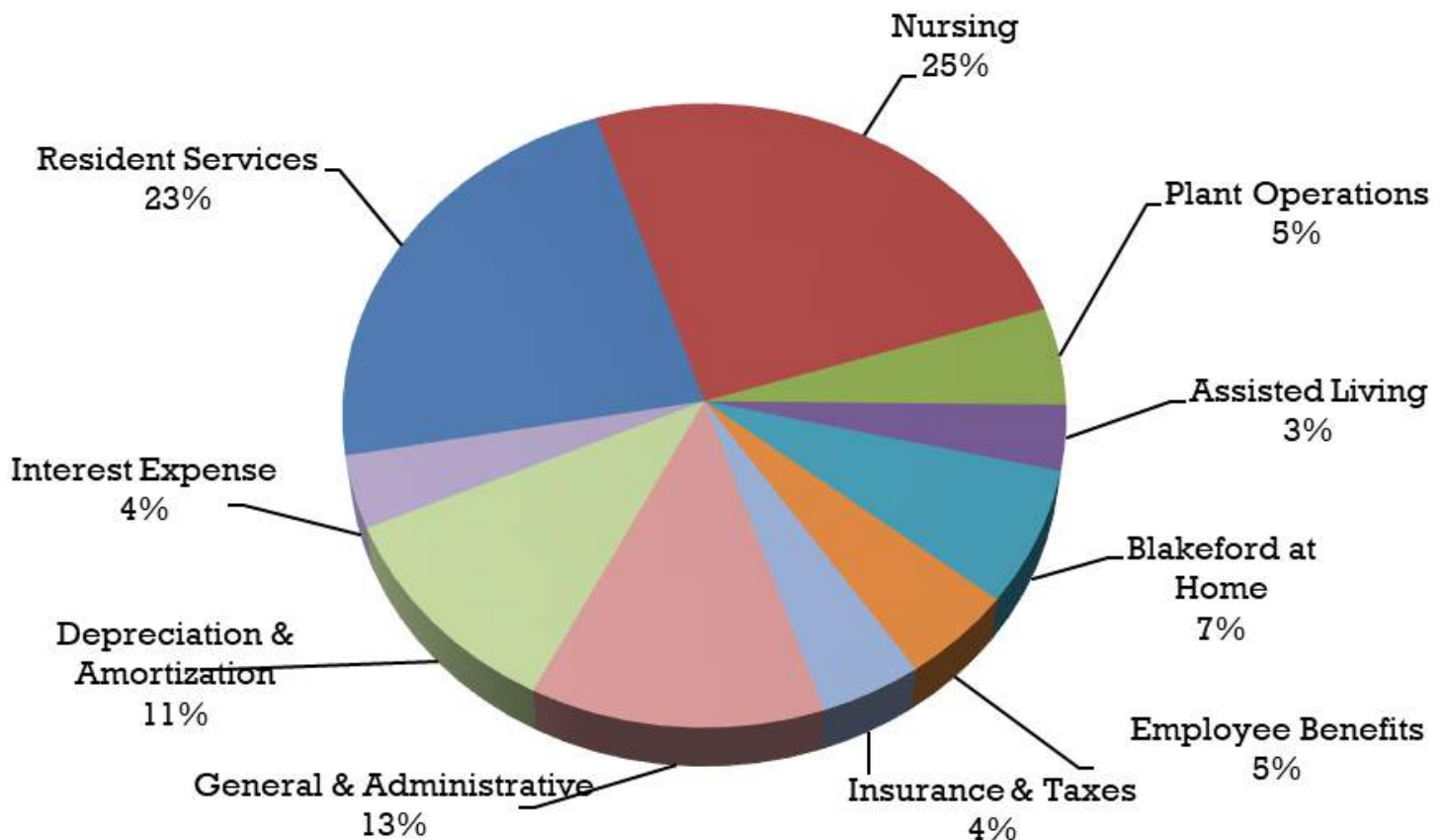
In 2020 Blakeford, like other providers around the country, was challenged with the health and safety of our residents and team members as a result of the global COVID-19 pandemic. Blakeford's team acted quickly and decisively throughout the year as the situation evolved and took the necessary actions to mitigate the virus's impact on Blakeford's constituents. While no one was immune from the impact of the pandemic, Blakeford is proud of its team members and the commitment to our residents and each other that they demonstrated throughout this very difficult situation.



Sources of Revenue - 2021

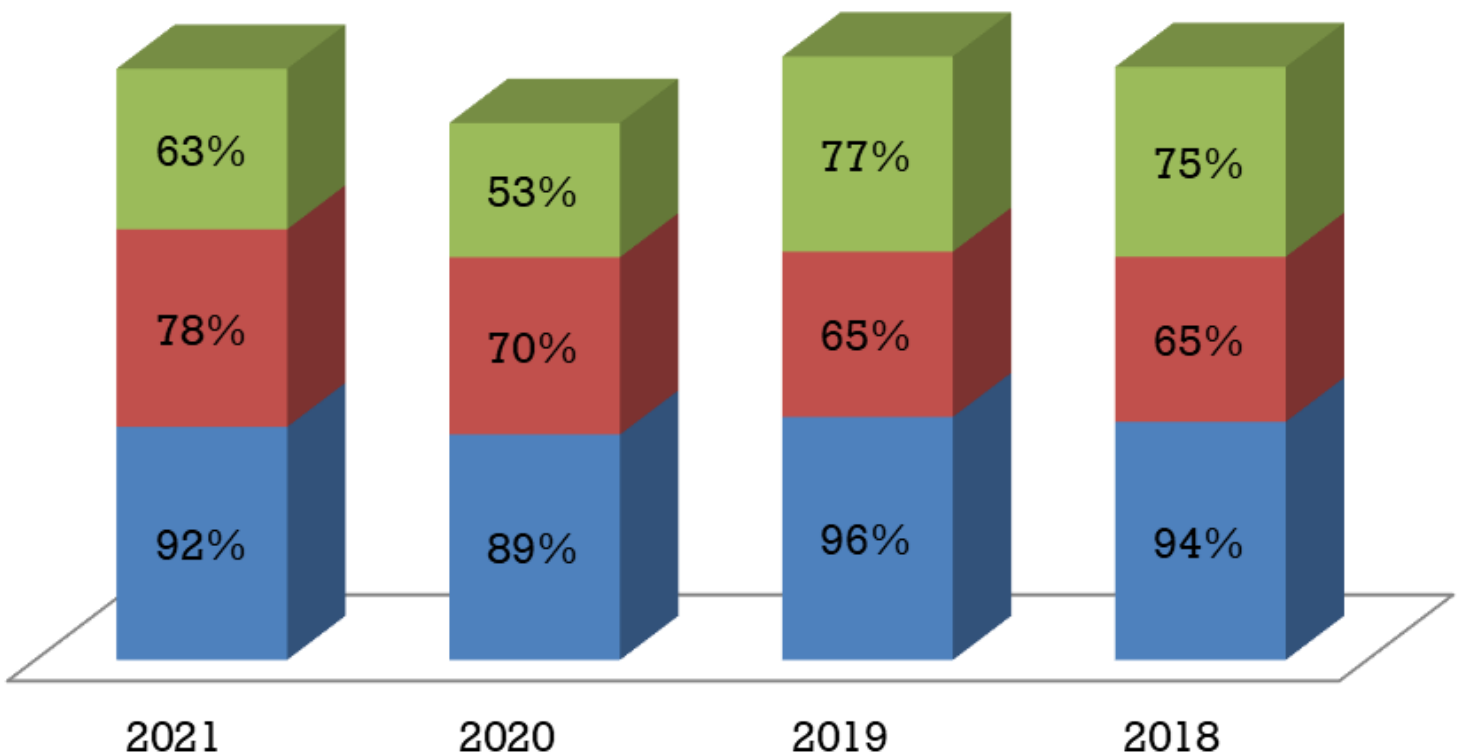


Expense Distribution - 2021



Year-End Occupancy by Service Area

■ Independent Living ■ Assisted Living ■ Health Center



Six Year History of Financial Performance

<u>Fiscal Year Ended</u>	<u>Net Operating Gain</u>	<u>Excess (deficit) of Revenues over Expenses</u>	<u>Total Assets</u>
December 31, 2021	1,391,700	453,408	103,318,873
December 31, 2020	2,044,678	(754,072)	96,344,984
December 31, 2019	2,305,655	1,729,280	54,424,555
December 31, 2018	2,697,885	(913,007)	52,946,603