



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

Community Family Inc



Current

General Information

106 Wyllis Avenue
Everett, MA 02149
(617) 381-6248

Website

www.communityfamily.org

Organization Contact

Anne Marchetta info@communityfamily.org

Year of Incorporation

1978

Statements & Search Criteria

Mission Statement

The Community Family is dedicated to providing high-quality adult day health services designed to keep adults in their homes and communities as long as possible. Our services are based on a deep respect for the dignity, self-esteem and vitality of all those we serve. We are committed to improving the quality of life for both our participants and their families.

In achieving its mission, The Community Family (TCF) runs three adult day health centers located in Everett, Medford and Lowell. The Everett center serves a diverse group of elders and disabled adults while the Medford and Lowell centers provide specialty care for individuals with Alzheimer's disease. Our Medford center was the first Alzheimer's adult day health program in the state and our Lowell center has been the only Alzheimer's adult day health program in Greater Lowell for more than 25 years.

TCF provides high quality community-based care at a cost that is considerably less than other forms of long-term care.

Background Statement

The Community Family (TCF) began in Everett, MA in 1978 as one of the first adult day health providers in Massachusetts, with a \$20,000 grant and borrowed space. Today, TCF is fiscally stable, with a \$3 million budget and three beautiful, state-of-the-art centers that provide care to 140 frail elders and disabled adults eachday, with approximately 325 individuals enrolled in our programs.

Since its inception, TCF has provided services to thousands of elders, disabled adults, and those with Alzheimer's disease. Our two Alzheimer's-specific centers, in Medford and Lowell, provide daily care to 85 clients, making TCF *the largest* Alzheimer's adult day health provider in the state. In addition, our Everett center serves a broad demographic and is one of the few programs in the area that caters to such a wide variety of cultural, ethnic and medical needs.

TCF serves an extremely diverse group with varied backgrounds. Clients range in age from 32 to 99 and come from ethnic and cultural backgrounds that include Haitian, Chinese, Cambodian, Hispanic and African American. It is largely a low-income clientele we serve, with more than half meeting the strict financial eligibility criteria for Medicaid - including 80% at the Everett center. What they share in common is their desire to remain in the comfort and familiarity of their homes. The Community Family is dedicated to providing compassionate "care above and beyond" in support of our participants and their families.

In addition to opening one of the first adult day health programs in Massachusetts and building and operating three new or newly renovated centers, exceptional leadership and progressive thinking since its inception have allowed TCF to:

- * Open the first green adult day health center in Massachusetts
- * Develop internal transportation for greater quality control and increased flexibility to meet the needs of our families

* Initiate innovative programming like an intergenerational Wii-based exercise, Chair Yoga, Alzheimer's Arts and It's Never 2 Late interactive computer system

TCF's three adult day health programs are responding to pressing societal issues such as a rapidly aging society, an increasing incidence of Alzheimer's disease, the escalating cost of long-term health care, growing elder isolation and overwhelming physical and emotional caregiver stress.

Impact Statement

Top accomplishments in 2015 include:

- * Providing more than 32,000 days of adult day health and specialized Alzheimer's services among our three centers to individuals in need of our care. Individuals from 25 communities in Massachusetts and Southern New Hampshire were served.
 - * Becoming fully compliant with the state's first adult day health regulations. The regulations included new requirements for staffing patterns, training, consultants and other provisions. Through determined work over the course of the year, we were issued licenses at each of our centers.
 - * Updating our website so it is much more professional looking and user friendly. We also increased our social media presence, particularly through our Facebook page. This continues a several-year effort to bolster our marketing efforts, including printed materials, promotional items and a video.
 - * Surpassing previous fundraising appeal totals. Both our Annual Appeal and Summer Appeal set all-time highs in funds raised/pledged in 2015.
- * Continuing an organization-wide strategic planning process that will prepare the future of the organization for the numerous changes taking place within the healthcare industry.

Goals for 2016 include:

- * To have each center meet its operating expenses.
- * To increase enrollment levels across all three centers, particularly in Lowell.
- * To continue implementing our marketing strategy to increase awareness and visibility of TCF.
- * To expand TCF's relationships with wider health and social service systems to better serve our clients and meet emerging elder care needs in the greater community.
- * To increase our philanthropic revenues by 7%.
- * To remain a leader in the adult day health industry while fulfilling our mission of high-quality and compassionate care.

Needs Statement

- * To increase our operating funds in order to narrow the gap between the steadily increasing cost of adult day health services and the relatively modest state reimbursement rate for our services. Expected Cost: \$50,000
- * To provide cutting-edge programming and activities, increasing our level of care and the clients' level of learning and enjoyment. Expected Cost: \$10,000
- * To implement a Senior Garden Therapy program at our Everett and Medford centers. The program would involve building garden beds and weekly or bi-weekly educational sessions with partner Green City Growers. Expected Cost: \$12,500
- * To increase marketing and public awareness efforts of adult day health services and TCF as a critical component of long-term care services and a viable alternative to other forms of in-home and residential care. And to develop affiliations with other health care providers to expand the health services available for our clients. Expected Cost: \$10,000
- * To continue our comprehensive strategic planning sessions in order to prepare us to meet current challenges and identify areas for future growth. Expected Cost: \$2,500

Service Categories

Health Support

Geographic Areas Served

The Community Family has adult day health centers in Everett, Medford and Lowell. Our centers serve these towns as well as surrounding communities including Boston, Revere, Chelsea,

Winthrop, Saugus, Cambridge, Somerville, Malden, Melrose, Stoneham, Woburn, Burlington, Chelmsford, Billerica, Dracut, Westford, Tewksbury and Southern New Hampshire.

Please review online profile for full list of selected areas served.

Programs

Adult Day Health Centers - Everett, Medford & Lowell

Description

The Community Family's three centers have a current enrollment of 325 clients. The centers are open either five or six days a week, providing comprehensive services including nursing care, social work services, therapeutic activities, nutrition, transportation, restorative therapies and socialization - all at a cost that is well below that of residential care or in-home services. Our centers are a home-away-from-home for clients, with a variety of supportive services, skilled and compassionate staff and a warm, social atmosphere.

TCF is also dedicated to supporting families and other caregivers. Each center offers education, consultation and support groups for caregivers. We also extend our services to the community through educational forums and seminars on a variety of issues related to aging, specific diseases and caregiving issues. Finally, TCF is strongly involved in community engagement in order to create new opportunities for its clients and to advocate for aging issues.

Budget

\$3,112,736.00

Category

Health Care, General/Other

Population Served

Elderly and/or Disabled, ,

Program Short Term Success

The Community Family provided more than 34,000 days of care at its three centers in 2014 and we hope that to increase by approximately 500 days in 2015. Similarly, we are hopeful the number of overall clients will grow to 375 and the average number of clients we serve daily to reach 160.

However, we do not expect to attain this easily, as our two Alzheimer's centers have experienced recent challenges in maintaining high levels of enrollment/daily clients. We plan to address this on multiple levels in 2015: on a broader scale, through comprehensive strategic planning sessions but also through a marketing plan focused solely on increasing enrollment at these two centers.

Through the creation of a strong strategic plan and the continuation of stable leadership, we look to remain a fiscally sound organization, operating within budget and meeting our short-term goals in 2015 - despite the economic challenges we face.

Program Long term Success

Since its inception, The Community Family has kept thousands of adults safely at home and out of nursing homes. In addition to providing critical health care and social services, TCF diminishes the loneliness and isolation that many elders experience.

With this in mind, the opportunity for long-term success is very real as the demand for our services should only continue to increase. Statistics support this.

- The number of individuals aged 65 and over in MA increased by 18% between 2000 and 2014. People aged 65+ now represent more than 15% of the MA population.
- There are currently 5.1 million people aged 65 and older affected by Alzheimer's disease. By 2030, the number is expected to reach 7.1 million (a 40% increase); and by 2050, the number may nearly triple to a projected 13.8 million people. One in 9 people age 65 and older have Alzheimer's disease.
- Annual nursing home costs in MA average more than \$130,000, while assisted living and in-home care both cost, on average, well beyond \$50,000. Conversely, TCF's adult day health services cost, at most, \$28,000 per year including transportation to and from our centers.

Program Success Monitored By

The Community Family evaluates its success in various ways including the number of clients its serves, the rate of referrals, the array of services it is able to provide and the quality of those services. TCF has consistently received the highest ratings from internal and external evaluators for standards of care, compliance with regulations, professionalism, communication, quality of workers' performance and client satisfaction.

As part of the strategic planning process in the upcoming year, a survey will be sent to all those close to the organization, including caregivers, donors, staff and board members. We will measure and give careful consideration to the survey results as we plan for TCF's future. A Strategic Planning Team will be formed to move the entire process forward.

The Board of Directors also meets on a monthly basis and provides careful oversight of the organization. This strong leadership has enabled TCF to weather the difficult economic challenges and prosper.

Examples of Program Success

Over the years, TCF's exceptional leadership and progressive thinking have allowed us to be a leader in the adult day health industry and in the community. From opening one of the first adult day health centers in the state to recently building three new, state-of-the-art centers, including the first green center, our innovation and forward-thinking are always present. A few other recent examples include:

- * We experienced an increase in the number of clients served in 2014, demonstrating the success of our approach to care.

- * In our most recent Consumer Satisfaction survey, more than 90% of respondents rated TCF's services as excellent and 100% said that they would recommend TCF to their friends.

- * Developed internal transportation for greater quality control and increased flexibility to meet the needs of our families.

- * Initiated creative programming such as inter-generational Wii-based exercise, Chair Yoga, and Alzheimer's Arts.

Management

CEO/Executive Director

Executive Director

Ms. Anne Marchetta

Term Start

May 2000

Email

annem@communityfamily.org

Experience

Anne Marchetta has worked in the field of community-based elder services for more than 30 years. Her early work includes employment with the Executive Office of Elder Services and the Health Action Forum of Boston. More recently, she has served as Executive Director at Windsor Health Adult Day Health Services for six years and, for the past 16 years, as Executive Director at The Community Family, Inc., also an adult day health program. With The Community Family, her accomplishments include overseeing the construction of new buildings at their Lowell and Everett locations, as well as the major renovations at their third center in Medford. She has steered TCF through a very tenuous time in the adult day health industry while maintaining a stable, fiscally sound organization. TCF currently has 325 participants at its three locations, the most in its 38-year history. She is currently spearheading TCF's strategic planning efforts in preparation for the myriad changes that are looming in healthcare.

Anne is also very active in advocacy activities on local and state levels pertaining to her field of work. This includes testifying at legislative hearings, inviting legislators to the centers and preparing written testimony on issues affecting elder care. She is the former president of the Massachusetts Adult Day Service Association and a former adjunct faculty member at Boston College's Graduate School of Social Work, where she received her own Master's Degree.

Senior Staff

Marion Dunn

Title

Everett Center Program Director/RN

Experience/Biography

Susan Kelly

Title

Medford Center Program Director/RN

Experience/Biography

Heather Betty

Title

Lowell Center Program Director/SW

Experience/Biography

Staff Information

Full Time Staff

40

Part Time Staff

25

Volunteers

10

Contractors	0
Retention Rate	90%

Staff Demographics - Ethnicity

African American/Black	7
Asian American/Pacific Islander	2
Caucasian	46
Hispanic/Latino	5
Native American/American Indian	0
Other	5 Haitian

Staff Demographics - Gender

Male	11
Female	54
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
NonManagement Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization has a Fundraising Plan?	Under Development
Organization has a Strategic Plan?	Under Development
Years Strategic Plan Considers	N/A
Does your organization have a Business Continuity of Operations Plan?	No
Management Succession Plan?	No
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes

Board & Governance

Board Chair

Board Chair	Mr. Joe Keohane
Company Affiliation	Everett Co-operative Bank
Term	May 2015 to Apr 2018
Email	jkeohane@everettbank.com

Board Members

Name	Affiliation	Status
Mr. Scott Carman	Shaevel & Krems, LLP	Voting
Ms. Michelle Davis	Lowell General Hospital	Voting
Ms. Diane Farragher-Smith	Hallmark Health VNA & Hospice	Voting
Mr. Joe Keohane	Everett Cooperative Bank	Voting
Mr. Douglas Lloyd	No Affiliation	Voting
Ms. Judy Lonergan	Lonergan Real Estate	Voting
Mr. Gerald Sohn	Diversified Management	Voting
Mr. Stephen Spano	Spano & Dawicki	Voting
Ms. Amy Werner	Lowell General Hospital	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	10
Hispanic/Latino	0
Native American/American Indian	0
Other	0

Board Demographics - Gender

Male	5
Female	5
Unspecified	0

Board Information

Board Term Lengths	3
Number of Full Board Meetings Annually	9
Board Meeting Attendance %	85%

Written Board Selection Criteria?	No
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	80%
Constituency Includes Client Representation	Yes

Standing Committees

Finance

Impact

Goals

The ultimate goal for The Community Family's intended impact is to increase the quality of life for those we serve by offering comprehensive services they cannot get in their homes. In doing so, we are keeping with our mission of keeping people out of nursing homes and in their communities as long as possible. And we make sure to do this while treating everyone we care for with dignity and respect.

Our target population includes the frail, the elderly, disabled adults and those with dementia, all of whom need assistance with daily living.

The desired social change is providing a viable alternative for a rapidly aging society, an increasing incidence of Alzheimer's disease, increasing diagnoses of mental health disorders, growing elder isolation and overwhelming physical and emotional caregiver stress – all while doing so at an affordable cost in an era of escalating long-term care costs.

Intended outcomes as a result of our services include providing a place of high-quality care for our clients and a place of trust and dependability for caregivers, improving the health and psycho-social status of both. This may be accomplished by extending a person's time at home before being admitted for permanent long-term care, reduced caregiver stress and increased opportunities for socialization/interaction. On a broader scale, intended outcomes include to provide a practical, affordable solution for an aging population and increasing incidences of Alzheimer's and mental health disorders, and to bring comfort, dignity and self-worth to vulnerable individuals.

Goals for long-term include:

- To have each center meet its operating expenses annually.
- To increase enrollment, as pertains to capacity, by 1-2% each year at each of our centers.
- To increase our philanthropic revenues by at least 10% annually.
- To stay on top of evolving adult day health regulations, remaining fully compliant and passing all licensing audits that may occur over that time.
- To continue to expand awareness and recognition of TCF through increased marketing and outreach efforts.

To develop strategic alliances in a rapidly changing healthcare environment so that our services play an important role in new, collaborative community-based efforts.

While many of our goals, particularly our short-term goals, are quantitative and specific in nature, The Community Family always puts its mission of high-quality and compassionate care at the forefront of everything we do. In this way, our plans are consistent in contributing to lasting, meaningful change. The desired social change and intended outcomes speak to the extensive impact our organization makes with the services we provide. Our society is living longer and with it comes increased health issues that are associated with aging. TCF's services offer a viable, affordable solution to this pressing issue and our role should take on even greater importance as we look to the future.

At TCF, long-term success may be defined in numerous ways: by remaining a financially sound, stable company, especially in the wake of increased competition; by increasing enrollment levels across all of our centers so they are all self-sustaining; by maintaining very high client and caregiver satisfaction levels, and; by remaining an innovative leader in adult day health.

We will know if we have been successful with some of our goals simply by looking at data - enrollment/capacity, budget analysis and consumer satisfaction survey results from clients and caregivers. For other, more subjective goals, we will need to take a more comprehensive look at adult day health – and the overall healthcare industry – and determine if we are meeting the needs

of the people and the communities we serve. Perhaps there are extenuating circumstances that impacts our level of success that raw data alone may not reveal. No matter the situation, we will always keep in mind our mission of providing quality and compassionate care.

Strategies

The Community Family recently concluded a comprehensive strategic planning program to help the organization meet its goals. Sessions with key members of our organization and led by a professional consultant are conducted quarterly for this purpose. A number of initiatives have been implemented in response to the sessions.

One of the primary outcomes to date has revolved around the increase in our outreach, marketing and communications. During the strategic planning, increasing enrollment has been made a top priority and one of the principal means of doing so is to reach out to the various healthcare agencies that refer clients to us – both current and potential new ones.

Our center directors have been visiting these referral agencies in recent months and become more active in increasing visibility and public awareness in the communities we serve.

TCF also hired a communication consultant in 2013 to lead the process of creating new materials to better market our services to these agencies. The materials have created a more modern, professional and consistent look. Among the items produced were new stationary, including letterhead, envelopes and business cards. Also produced were new brochures, folders and inserts for the folders. An Annual Report was designed for the first time in 2013 and has continued since then. It has served as another excellent marketing piece and been made part of the presentation materials.

We recently updated our website, for which we are receiving positive feedback, and we have committed to a larger social media presence, particularly our Facebook page. We also created a promotional three-minute video. The video is being utilized strategically on our website, in social media and with prospective clients and referral sources. Together, we are confident they will prove very effective in demonstrating to prospective clients and families the top-notch care and warmth we provide.

Another outcome as a result of our strategic planning has been to host breakfast meetings for employees of some of the larger referral agencies. This cultivation of relationships has been well-received and we are hopeful it will result in an uptick in referrals.

The entire strategic planning process continues to be energizing and we look forward to future meetings that will help prepare us for the internal challenges we have recently faced, as well as the larger external changes going on within the healthcare industry.

Other strategies employed at TCF to ensure we meet with success include conducting consumer satisfaction surveys for clients and their caregivers and providing extensive, structured training for new staff, part of a systematic approach to building and sustaining strong morale among all staff and leadership. Finally, we make it a priority to retain a strong, active Board of Directors and to preserve and maintain our state-of-the-art buildings. Through a special client assistance fund, we attempt to ensure that every person interested in attending our programs is never turned away because of financial considerations. Other ideas continue to be discussed for possible future implementation.

All of TCF's activities and strategies benefit our target audience – the participants and caregivers we serve and potential new participants/caregivers – as well as our own organization, by compelling us to plan for our immediate needs and goals while simultaneously preparing for the ever-evolving healthcare landscape. These carefully, thoughtfully designed plans are being developed and implemented with our organization's mission at the forefront.

Each of the above activities strengthen The Community Family's strategic approach by raising the organization's profile and enabling us to work effectively and efficiently toward attainment of our

goals, while fulfilling our mission. We believe they are all building blocks that we will continue to modify, build upon, and add to as we look to the future.

Capabilities

The Community Family's capabilities for completing this work is considerable. Perhaps most important are the organization's internal strengths, led by our personnel.

Executive Director Anne Marchetta is very involved in overseeing all aspects of The Community Family, including supervision of the three centers. Having served as Executive Director since 2000, Anne has, among other things, directed capital campaigns and the opening of new centers in Lowell and Everett. She is also very active in advocacy activities on local and state levels pertaining to her field of work and is the former president of the Massachusetts Adult Day Service Association (MADSA).

The three centers each has a Program Director that oversees day-to-day activities at their particular location. The Program Directors work closely with the Executive Director to ensure that quality care is being delivered to our clients every day. Nurses, social workers and program staff at each center all work under the supervision of the Program Directors. The Executive Director and Program Directors provide exemplary leadership and are all actively and enthusiastically involved in the strategic planning efforts that are helping guide the organization into the future.

Another important internal resource of The Community Family is its governance. TCF is led by a 9-person Board of Directors that is deeply invested in the organization, offering strong support and guidance. The Board consists of a combination of healthcare professionals, businessmen, attorneys, entrepreneurs and past consumers of our services. Through their expertise and dedication, the Board of Directors has provided close oversight of the organization and enabled us to remain financially sound, particularly in times of economic and industry-related uncertainties.

The stability of the organization extends to its employees. TCF is noted for the longevity of its staff, as numerous employees have worked for TCF for 15-20 years or more. To honor the long tenures of its staff, TCF recognizes employees celebrating 5-year incremental anniversaries at an Annual Dinner. An Above and Beyond Award was also created for employees who exceed their assigned responsibilities.

Although The Community Family grapples with a tight budget most years, we nonetheless attempt to include funding that will move the overall program forward. The decision-makers have the foresight to plan for the future. This has certainly been true throughout the strategic planning process, by budgeting expenditures for the consultant to oversee the entire process. We have also been able to pay for the communication consultant and the new marketing materials in recent years. It has been a costly investment for us, but we believe it is a prudent one in order to implement both our long-term and short-term strategies.

Externally, TCF is an active member of MADSA and the Alzheimer's Foundation of America. Our centers host community education events on topics related to aging, elder care and Alzheimer's disease. TCF staff also make presentations on aging and Alzheimer's issues and participate in advocacy activities on local and state levels, including testifying at legislative hearings, inviting legislators to the centers and preparing written testimony on issues affecting elder care. These all exemplify TCF assuming a leadership role on causes vital to the organization, the adult day health industry and the people we serve.

TCF's history of stability and innovation has us uniquely positioned to achieve successes, in our strategic planning and elsewhere. We are the oldest adult day health program in the state and our founder, Gerald Sohn, is still involved nearly 40 years later. Our Board and management have been hallmarks of stability over the years as well. The Community Family is recognized as being innovative leaders over the years and have survived and even thrived in an industry that is often in

flux.

Indicators

The Community Family utilizes multiple indicators to assess progress toward its goals. The most straightforward indicators are the quantitative measures, particularly as it pertains to our budget, enrollment and philanthropic revenue goals. The numbers alone will indicate progress towards those goals although the underlying reasons for the progress (or lack of) will be consistently reviewed and analyzed.

The Executive Director evaluates the organization's finances constantly and meets monthly with the Board's Finance Sub-Committee to monitor the current financial status against the budget. The managers of each center are responsible for operating within their individual budget. TCF's new software provides current census data for each center. Monthly reports are provided to the Board of Directors. A new donor software package that was purchased several years ago maintains all our philanthropic giving data. The Development staff person monitors the progress of our charitable contributions and reports regularly to the Executive Director. Goals for all this qualitative data may be adjusted according to interim milestones being met.

The key indicator for staying on top of our adult day health regulations is becoming certified by the state's Department of Public Health. We expect this to take place in the short-term and, once this occurs, our focus will be on staying on top of any evolving regulations instituted by the DPH. The Community Family also receives formal annual evaluations from the local All Service Access Point Organizations (ASAPS), Medicaid, and the Veterans Administration.

Qualitative indicators of progress towards our goals, particularly those associated with improved health outcomes, are more complex. Each client's condition and health status is independent of all others. TCF's skilled nursing staff, along with our multi-disciplinary staff team evaluates clients' physical and mental health condition daily and intervene to prevent problems. An individually tailored care plan guides the services provided to each client and detailed care records are maintained on all 350 clients.

TCF has been historically successful in providing a place of quality care and service and of trust and dependability for caregivers, ultimately extending the length of stays at home for our clients. In doing so, we are providing a practical, affordable solution for the aging population and increasing incidences of Alzheimer's and mental health disorders.

To measure progress – and contentment - from our most important constituency, our clients and their caregivers/family members, TCF regularly conducts Consumer Satisfaction surveys. We received overwhelmingly positive feedback in our most recent survey - more than 90% rated TCF's services as excellent and 100% said that they would recommend TCF to their friends. We also seek informal feedback from clients and their families and receive unsolicited comments and letters, nearly all of which is positive and complimentary.

Internally, TCF continually evaluates standards of care, customer and family satisfaction, and budget compliance at our three programs. Both the Board of Directors and management actively participate in establishing standards and evaluating performance. Together, these evaluations help drive the company to attain its qualitative goals that form the basis of our mission and identity.

Progress

The Community Family is proud to have marked 38 years as a community-based non-profit provider of adult day health care and specialized Alzheimer's care. In recent years, The Community Family provided an unprecedented volume of services - 35,000 days of care in 2013 and nearly as many the past two years - to more than 300 people. 150,000 hours of respite have been provided annually to caregivers over that time, giving them a break from the demands of their elder care responsibilities.

Other accomplishments include sponsoring numerous community educational events and hosting caregiving support groups, and increasing philanthropic revenues each of the past several years. We have made qualitative progress as well, cultivating relationships with referral sources that we believe will lead to stronger partnerships in the future. We have met our goal of becoming compliant with the new adult day health regulations in MA, including reorganizing/hiring staff and updating our activity recordkeeping. And we have implemented some of our marketing/outreach efforts (noted in the previous question). The results of these strategies are still mostly unknown at this time, but we are hopeful we will realize increases in our enrollment, revenues and other outcomes. The positive feedback from the Consumer Satisfaction Survey is one very positive outcome that should only contribute to fulfilling our long-term goals.

The success of some of our newer initiatives and strategies will only help to further establish our credentials. We are constantly learning from our past, even as we continue to move forward. Evaluation results are regularly used to improve the performance or impact of our organization. Quantitatively, the previous year(s) results/outcomes are used as basis for the current year. Our operating budget and all the other goals that fall under it are based on an evaluation of past results. The ongoing evaluation and analysis of revenues, expenses, enrollment, etc. prompts us to respond and make revisions as necessary. A prime example of this is several years ago when stagnant reimbursement rates and increases in costs led TCF to freeze wages, cut certain expenses and revise its budget. We were pro-active to ensure that we could continue to deliver high-quality care in a fiscally responsible manner. Those are measures we may need to consider once again moving forward. Careful monitoring and timely revisions have guided The Community Family's growth to become the only provider in the state with three stand-alone, state-of-the-art adult day health centers.

The Community Family understands the potential risks and/or obstacles that exist which may impact full attainment of our goals, primarily increased competition and an evolving healthcare industry. But we also believe we are preparing ourselves to confront these issues through our strategic planning initiative. We expect goals will be adjusted as we delve further into the strategic planning process and as outside factors take shape. Additional goals will surely also be formed. We understand that we are in a business with narrow revenue margins and ever-increasing competition and that we must be prudent with all of our decisions, financial and otherwise. But with every strategy and every decision that is made, we make sure to always remember our mission and our overall goal of increasing the quality of life for everyone we serve.

TCF has historically applied prudent oversight, strong leadership and progressive thinking to attain notable achievements and, because of this, we are optimistic about our long-term future.

Financials

Fiscal Year

Fiscal Year Start	Jan 01, 2016
Fiscal Year End	Dec 31, 2016
Projected Revenue	\$2,953,225.00
Projected Expenses	\$3,050,158.00
Endowment?	No
Credit Line?	No
Reserve Fund?	No
Months Reserve Fund Covers	0

Detailed Financials

Revenue and Expenses

Fiscal Year	2015	2014	2013
Total Revenue	\$2,917,980	\$3,290,952	\$3,688,393
Total Expenses	\$2,943,517	\$3,116,079	\$3,240,524

Revenue Sources

Fiscal Year	2015	2014	2013
Foundation and Corporation Contributions	--	--	--
Government Contributions	\$129,858	\$135,325	\$144,524
Federal	\$129,858	\$135,325	\$144,524
State	--	--	--
Local	--	--	--
Unspecified	--	--	--
Individual Contributions	\$150,724	\$135,588	\$280,750
Indirect Public Support	--	--	--
Earned Revenue	\$2,665,130	\$2,978,694	\$3,153,661
Investment Income, Net of Losses	(\$27,989)	\$40,917	\$108,557
Membership Dues	--	--	--
Special Events	--	--	--
Revenue In-Kind	--	--	--
Other	\$257	\$428	\$901

Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$2,312,177	\$2,470,600	\$2,610,825
Administration Expense	\$628,010	\$645,149	\$628,473
Fundraising Expense	\$3,330	\$330	\$1,226
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.99	1.06	1.14
Program Expense/Total Expenses	79%	79%	81%
Fundraising Expense/Contributed Revenue	1%	0%	0%

Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$6,398,837	\$6,869,707	\$7,027,465
Current Assets	\$1,881,627	\$2,326,108	\$2,329,387
Long-Term Liabilities	\$461,356	\$560,248	\$1,129,587
Current Liabilities	\$200,618	\$547,059	\$310,351
Total Net Assets	\$5,736,863	\$5,762,400	\$5,587,527

Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	9.38	4.25	7.51

Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	7%	8%	16%

Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign?	No
Capital Campaign Anticipated in Next 5 Years?	No

Comments

CEO Comments

Through careful oversight and consistent monitoring, The Community Family has built a financially stable organization in an industry for which this has been very difficult. TCF has been able to accomplish this despite focusing solely on adult day health services and therefore not having other internal programs to help subsidize losses in adult day health care. TCF's financial diligence has enabled us to build three beautiful, modern and well-equipped centers that have the capacity to serve both today's aging population and the growing number of elders who will need our care in the future.

However, The Community Family continues to face significant and unprecedented operating challenges in 2016. Because the majority of our clients are low-income, TCF is very reliant on the state reimbursement rate for adult day health care. The new adult day health licensing regulations

introduced in Massachusetts in 2015 increased both our operating costs and capital expenditures to meet new physical plant requirements. To date, there has not been a rate increase to accommodate these new costs resulting in a large gap between the cost of providing care and the reimbursement rate.

As a result of these concerns, as well as last year's severe winter and an inconsistent overall enrollment, TCF's financials were in the red in 2015 for the first time in many years.

While the financial outlook for 2016 remains challenging, we feel that we have built an organization that can weather the challenges. The Community Family has long expressed that we will never diminish our services to the detriment of our clients, even if it means going beyond our budget for the short-term, and this proved to be the case in 2015. We nonetheless believe that our programs, services and overall quality of care were as strong as they have ever been and we are confident that 2016 will demonstrate more of the same. We look forward to both the opportunities and the challenges that lie ahead this year.

Foundation Staff Comments

Financial summary data in the charts and graphs above are per the organization's audited financials. Contributions from foundations and corporations are listed under individuals when the breakout was not available.