



October 28, 2020

Beth Harper Briglia  
Chester County Community Foundation  
28 West Market Street  
West Chester, PA 19382

Dear Ms. Briglia,

Thank you very much for the continued support from the Chester County Community Foundation. Your generosity has allowed us to protect, and contribute enrichment, to our senior population. We are very grateful to have this new opportunity to apply for funding through The Chester County Nonprofit Innovation & Resiliency Fund, especially at this time of great difficulty for many of our residents and their families.

Since the beginning of the pandemic, we have focused on protecting our community and this will continue until the threat is alleviated. Costly measures have been put in place to ensure our residents and staff members are secure and informed during this harrowing time. As the novel coronavirus spreads and evolves, we must introduce new technologies and innovative methods to safely manage our community of over 200 people.

We are respectfully requesting \$50,000 to help offset unplanned costs that are significantly impacting our operating budget. With your help, we will be able to remain steadfast in our work to keep The Hickman COVID-19 free, resilient, and affordable to regional seniors through the decades to come.

We thank you for your consideration of this proposal.

Warmly,



Jennifer Karsten  
Executive Director



**Chester County Nonprofit  
Innovation & Resiliency Fund  
Grant Request Form**

**Contact Information**

Nonprofit Org Name: The Hickman	ED/CEO Name: Jennifer Karsten
Address: 400 North Walnut Street	ED/CEO E-mail: jkarsten@thehickman.org
City, State Zip: West Chester, PA 19380	Board Chair Name: Elizabeth Stratton
Phone: 484.760.6300	Grant Proposal Contact Name: Charles Alfree
Website: www.thehickman.org	Grant Proposal Contact E-mail: calfree@thehickman.org
EIN: 23-1352144	Grant \$ Amount Requested: \$50,000
Year Founded: 1891	

*In filing this application, the nonprofit certifies that it complies with all federal, state & local laws, including taxation; complies with current public health guidelines; and complies with coronavirus pandemic phased reopening restrictions.*

Agreed by: Jennifer Karsten	Date: October 26, 2020
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**Nonprofit Field/s of Interest**

Arts, Culture & Historic Preservation	Education	X	Health
Community Development	Environment & Animal Welfare	X	Human Services

Figures	Current	PRE-COVID (as of 1/1/20)
Annual Operating Budget	\$5,412,699 (as of 10/15/20)	\$7,032,976
Full-Time Equivalent Paid Staff	84	# 86
# Board Volunteers	16	# 16
# Committee Volunteers	25	# 27
# Active Direct Service Volunteers	3	# 50
Annual Volunteer Hours	4	# 1,451

**Funding:** Please indicate if your nonprofit has received funding from any of these regional sources over the past few years. We will invite them to review this funding request.

X	ChesCo Comm Fdn	Brandywine Health Fdtn	X	United Way ChesCo	ChesCo Dept Comm Devel
	ChesCo Fund/W&Girls	Phoenixville Comm Health Fdtn		United Way S ChesCo	ChesCo Dept Health
	Other significant funders: PHL COVID-19 Fund				ChesCo Dept Human Svcs

**Narrative:** In a few concise paragraphs, please explain:

**1. Mission:** The Hickman is a senior living community located in the heart of West Chester, Pennsylvania. Guided by Quaker principles and tradition, The Hickman provides individualized care and assistance to older adults who seek a safe and affordable living environment.

**2. What geographic area is served?** (If not all of Chester County, specify primary Chester County regions served)  
The Hickman is located in the Borough of West Chester, however we welcome residents from all parts of Chester County and beyond.

**3. What population is served? How have your service numbers been impacted by COVID?**

Since 1891, we have served seniors who are seeking a safe, thriving, and affordable living option. The average age of our current resident population is 87 years-old and many have underlying medical conditions. We provide assistance to residents who are facing a financial hardship and are no longer able to afford their room, board, and/or personal care needs.

The Hickman is a personal care community comprised of two buildings, the Hickman and the Anna T. Jeanes, with a total of 109 resident apartments. Twenty-two of our resident rooms are located in our secure memory care neighborhood, located on the first floor of the Anna T. Jeanes Building.

In 2020, we had planned to admit four new residents per month. We anticipated welcoming 36 new residents between March and October, but because of the COVID-19 pandemic, we only admitted 12 individuals during this period. We attribute this to the following:

- An admissions freeze between March and June;
- Unable to offer in-person tours;
- The toll of COVID-19 on seniors throughout the United States; and
- People's fears about what could happen if they were to move-in this year.

The decline in admissions, combined with the new measures we have had to implement, has detrimentally impacted our annual operating budget.

#### **4. What has been the impact of COVID-19, and how has your nonprofit responded?**

In addition to COVID-19 reducing our admissions, the pandemic has had a significant impact on our residents and the operations of our community. In response, we have created an internal COVID-19 task force made up of key Hickman employees. The group meets regularly to review updates from the CDC, Pennsylvania Department of Health, and the Chester County Emergency Offices. Based on the information received, the committee implements mandated procedures, writes and communicates new policies (over three dozen, to date), and determines the next best steps for protecting our community. They also consistently keep residents and their loved ones, employees, Board Members, and visiting medical professionals current on our situation. Our Board of Directors has also formed a COVID-19 task force to provide oversight.

Current pandemic protocols affecting our community include:

- Only personnel and medical professionals, who are not ill or experiencing any symptoms associated with COVID-19 can enter the campus.
- Residents are under quarantine (at times they have been in isolation with meals being served to their rooms). The separation from loved ones has been especially hard for our residents. At the start of the pandemic, we began offering skype services for our seniors to virtually visit with their families and friends. In the latter part of the summer, we began conducting once a week, 45-minute, outdoor, socially distanced visits between residents and two of their loved ones on our patio.
- In place of community-wide activities for residents, we are now hosting programs separately in each building, and floor-by-floor, while maintaining social distancing practices. We want to keep our residents engaged, but we also want to limit their exposure to the majority of The Hickman population throughout the day.
- We have designated the third floor of the Hickman Building as our quarantine area. Any resident who should test positive for COVID-19 will be moved to that floor. In addition, new residents must stay in that area for their first two weeks at The Hickman. If they do not test positive for the novel coronavirus at the end of their quarantine, they may move to their chosen apartment. We have contracted a healthcare company to staff that floor.
- Signage at all entrances prevent individuals from entering and bins are provided there so family members can leave necessary hygiene supplies and medications for their loved ones.
- We have disinfection placed throughout our community with mandated policies to sanitize according to emergency procedures.

- Staff disinfects all common areas three-times daily and has increased daily laundry service.
- Employees do not leave our buildings for meals or have them delivered. We are providing one meal per shift for each employee.
- State regulations require us to conduct monthly COVID tests on all employees.

Because we started implementing these protocols at the beginning of the pandemic, to date, none of our residents have tested positive for the novel coronavirus. Funding from federal programs and foundations have covered majority of the costs associated with these endeavors.

**5. What would this funding be used for? How does this demonstrate innovation and resiliency in dealing with COVID impacts? What would be the community impact of this anticipated funding? Why is it important to fund this now?**

The funding would be used to relieve the following costs we have assumed or will undertake before the end of the year due to the COVID-19 pandemic:

- Transparent plexiglass was needed to create clear partitions for staff to communicate with residents without wearing masks, especially for those who have loss of hearing and depend on reading lips. The partitions are also being used to separate residents at dining room tables, allowing them to enjoy lively conversations while sharing a meal. The cost for the plexiglass and construction of the partitions was \$3,114.
- Since our residents' families have limited opportunity to visit The Hickman, in August we implemented a multi-faceted technology system, LifeLoop, to improve communications with them. The technology allows family members to log into the system and review their loved ones' participation in community activities, place maintenance requests on their behalf, upload pictures to share with their loved ones, and more. The system also automatically sends weekly updates to families. By the end of the year, we will have paid \$1,949 for this service. This amount includes the one-time setup fee of \$199 and the monthly service fee of \$350 for five months.
- To enhance our usage of the LifeLoop program, we need to purchase five iPads that are compatible with the system. This will allow our staff to efficiently input information and make updates while working with our residents. The additional iPads will also provide more opportunities for our residents to virtually visit with loved ones. The cost for five iPads and protective covers is \$2,100.
- Offset the cost of our Infection Preventionist who was hired in April of this year to review our practices and procedures, provide advice, conduct weekly rounds, and make recommendations as conditions change. She works 15-hours per week at \$50 an hour. The first two months of her service was funded through a grant. Between June and the remaining of the year her income will be \$19,250.
- Additional marketing was needed to spread information about our community and our commitment to keeping our residents safe and healthy during the pandemic. We placed radio advertising on KYW and WHYI in the amount of \$17,225, created a virtual tour of our community to electronically share with prospective residents that cost \$575, and developed direct mail pieces that we will continue to send until the end of the year at \$6,202.

The above list describes some of the innovative and resilient initiatives we are currently implementing to protect our vulnerable residents, while trying to maintain meaning and connection in our community. Receiving support now would be tremendously important, since our senior population is facing a life and death situation and our operating budget is being significantly impacted. As we enter the final part of the year and anticipate an increase in national COVID-19 cases, we must remain vigilant. Your crucial support will help us keep our residents secure and sustain our community.

**6. How much funding is sought? How does this compare to your annual operating budget and this years' projected deficit? What is the expected timeframe for use of funds?**

We are respectfully requesting \$50,000 to help cover the above costs that have already changed our spending or will before the close of the year. We are forecasting to end the year with a deficit of \$161,360. The requested funding is .007% of our annual operating budget and 31% of our anticipated year-end deficit. Funds will be used immediately to recoup monies spent on the listed expenditures and our upcoming endeavors.