

Culture Communication Collaboration Compassion

The 4Cs that will guide our path forward.



Duncaster
is where to *live*.

2022 **ANNUAL REPORT**

The Year in Review

As Duncaster moved beyond the world of COVID-19 and fully embraced the future, 2022 was a year of renewed excitement. Building on the foundation of the work in 2021, we focused on the execution of our strategic plan.

True to Duncaster’s heritage and core values, residents played an integral role in the process. One of the first outcomes of our work was the identification of the words that define Duncaster’s culture: trust, respect, fulfillment and relationships. **Culture** is the first of the 4Cs that will guide our path forward, with the other three being: **Communication, Collaboration and Compassion.**

In addition to this crucial work, Duncaster upgraded the campus with new paint and siding, a new roof and enhanced landscaping. We were also delighted to welcome 32 new residents and several talented employees to the Duncaster campus, including Ross Weiner, vice president of facilities management, and Warren Hamilton, controller.

Duncaster continues to be well positioned for success in a rapidly changing, competitive and dynamic environment. As we continually seek to maintain and share best practices with others, our affiliations with key industry peer groups — Novare and Caring Communities — continue to give us this ability.

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2022 Board of Directors

Chibueze Okey Agba
(May 2022)

Susan Aller
(through October 2022)

Frank Barrett

Carol Barry

Brian Clemow

Yvonne Renee Davis

Nancy Dean

Carol Guardo
(October 2022)

Lenworth Jacobs

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R. Frederic Knauft

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Philip Schenck

Noreen Shugrue

John Shulansky

Marie Spivey

John Wheat

Tom Wood

Leadership Team



John Shulansky,
Chairman of the Board

John Shulansky, a Certified Dementia Practitioner, has decades of experience in senior living and geriatrics, including more than 10 years as a partner of EldersChoice of Connecticut. He has extensive business and community experience as a member of and consultant to governing boards, C-suites and nonprofits, along with serving as an elected official and entrepreneur.



Kelly Papa, President & CEO

Kelly Papa, MSN, RN, has extensive experience in aging services, including as a director of nursing and a clinical educator, in addition to being a national consultant to dementia care and leadership development programs. Kelly has researched, published and presented on topics that include building learning organizations, creativity in staff development, person-centered care, dementia care, leading change and leadership development.



Ami Desai,
Chief Operating Officer

Ami Desai has over 25 years of executive leadership experience in senior living, health care management and clinical operations, as well as a background in operations/strategic planning, program development, quality initiatives and hospital/physician relationships. She supports the daily community life of independent living residents and also serves as administrator of the Caleb Hitchcock Health Center at Duncaster.



Robert Leake,
Chief Financial Officer

Rob Leake brings over 30 years of health care finance experience serving Connecticut’s senior community in various settings — from hospitals to multi-entity corporations. Most recently, Rob served as CFO at Hebrew Senior Care in West Hartford. Prior to being there, he was the director of finance and executive director of hospital services at Masonicare.



Lisa Greene,
Vice President of Sales & Marketing

Lisa Greene brings over 20 years of sales and marketing experience at The Scotts Miracle-Gro Company, Nestle USA and Procter & Gamble, as well as leadership with local arts and education nonprofit organizations. As a daughter of current Duncaster residents, Lisa has a unique perspective and a personal understanding of the value of a Life Plan Community.



Heather Stanton,
Vice President of Resident Services & Community Life

In her role, Heather Stanton specializes in creating a culture of active aging. She has worked in the field for the last 17 years and has presented nationally on building active cultures across the continuum, as well as incorporating yoga and movement into leadership development.



Joseph Tedone,
Vice President of Human Resources

Joe Tedone, PHR, SHRM-CP, brings over 15 years of leadership experience in human resources. Most recently, he was vice president of human resources at the Wheeler Clinic, where he focused on HR systems, benefits, talent development, training and employee relations.



Ross Weiner,
Vice President of Facilities Management

After retiring as a police officer, Ross Weiner took on facilities management as a second career, managing several large, multi-building senior living campuses. His expertise as a former police officer enhances our awareness of personal security, and his facilities knowledge keeps our buildings and grounds safe and functioning efficiently.

Duncaster is proud to have been named one of the **Best Independent Senior Living communities** in the nation. I am grateful to our dedicated staff whose hard work made this award possible, and to the residents of Duncaster who make doing our jobs such a pleasure.

— Kelly Papa, President and CEO

Community Highlights

As we move beyond a focus on COVID-19, Duncaster remains committed to honoring and supporting the community. Read this year's success stories.



Recognized as the 'Best'

In May 2022, the Duncaster community learned that it had been recognized by U.S. News & World Report in its Best Senior Living ratings for 2022-23. Duncaster earned "Best" status by achieving the highest possible rating in the Independent Living category.

"Duncaster is proud to have been named one of the best independent senior living communities in the nation, said President and CEO Kelly Papa. "I am grateful to our dedicated staff whose hard work made this award possible, and to the residents of Duncaster who make doing our jobs such a pleasure."

"Until now, families have had limited information when comparing providers of independent living, assisted living, memory care or continuing care," said Ben Harder, managing editor and chief of health analysis at U.S. News. "The Best Senior Living ratings fill this informational gap with comprehensive and transparent data to help older consumers and their families identify high-quality senior living communities that meet their needs and preferences."

Duncaster Stands with Ukraine



As the war continued in Ukraine, we were inspired by the words of Eleanor Roosevelt: "It isn't enough to talk about peace. One must believe in it. And it isn't enough to believe in it. One must work at it."

In support of the needs of the Ukrainian people, Duncaster raised \$30,000. On March 14, the Duncaster community wore yellow and blue as a sign of solidarity with Ukrainians, and donations were accepted at a gathering of peaceful reflection. Talida Tetrichko, a Duncaster nurse who is actively involved in Ukrainian-American relief work, shared examples of what is being done in Connecticut to help the people of Ukraine, along with the gratitude and resilience being demonstrated by Ukrainians. Together, we will work toward peace.

Commemorating Juneteenth

Duncaster was honored to be a sponsor of Bloomfield's inaugural Juneteenth parade and second annual Juneteenth celebration. In addition to the parade, the two-day celebration featured a community cookout, speakers, storytellers, live entertainment and children's activities.

The Juneteenth holiday commemorates June 19, 1865, the day enslaved people in Texas were emancipated and the process of freeing slaves was complete. Long celebrated in the African American and Black communities, Juneteenth only became a federal holiday in 2021. The racial strife leading to Juneteenth's designation as a federal holiday is a reminder that there is still much work to be done to promote equality for all Americans, regardless of their color. Emancipation was just the first step on that journey.



Teeing Off for Charitable Giving

Duncaster's 14th Annual Charitable Golf Tournament took place on Aug. 25, 2022, at Wintonbury Hills Golf Course in Bloomfield. The 2022 tournament was dedicated to the memory of Jeff Fournier, a beloved and caring staff member who passed away earlier in the year. An avid golfer, Jeff played an integral role in planning Duncaster's annual event.

Every year, participation in Duncaster's charitable tournament supports the delivery of programs, services and educational opportunities to residents and staff. It also supplements the Community Outreach Fund, which supports local not-for-profit social service organizations that do critical work to support the health and vibrancy of Bloomfield.

Our 2022 event had a record turnout, and we are deeply appreciative to all of our partners and the community for supporting our mission and helping to honor Jeff's passionate commitment to Duncaster. We extend much gratitude to the management and staff of Wintonbury Hills Golf Course for their generous support and help in making this event a success.



August 25, 2022
Wintonbury Hills Golf Course

*Dedicated to the memory
of Jeff Fournier*





Expanding Community Access to Wellness and Care

Duncaster is proud that Hartford Healthcare Medical Group Geriatric Clinic and Hartford Healthcare Rehabilitation provide on-site services. Building on the long-standing partnership, in 2022, the Hartford Healthcare Rehabilitation Network at Duncaster expanded outpatient services for residents and the greater Bloomfield community. Using a team approach to rehabilitation, patients benefit from skilled therapy services for a variety of medical conditions.

Duncaster offers community seniors a membership to its fitness and wellness program at a minimal cost. Membership includes use of our enclosed year-round swimming and therapy pools as well as numerous fitness classes. Hartford Healthcare's GoodLife Fitness offers a highly individualized fitness and wellness program under the close supervision and instruction of nationally certified exercise physiologists.

Donors

Thank you to our many supporters and partners for helping to make Duncaster the very special place that it is — a place that brings joy to so many.

Caleb Hitchcock Health Center Fund

Martin & Irene Berman
Robert Bolgard
Michael Carey
Mary Crary
Joyce Falkin
Jane Gannon
Michael & Susan German
Gordon & Gail Granger
Gretchen LaBau
Irene McCabe
Eileen Noonan
Ann Oppenheimer
Libby Pearl
Richard Renert
Frank Rief
David & Karen Seaman
David & Kathleen Smith
Judith Stoughton
Donald & Barbara Trinks
Lyn Walker
Richard & Madelaine White
Susan Wilson
Suzanne Zajac

Community Fund

Emily Becton
Irmgard Klee
Meredith Libbey
Irene McCabe
Seymour Reitman
Dale & Sally Richter
John Shulansky
Ruth Shulansky
Eli & Vera Simon
David & Kathleen Smith
Jane Springer

Employee Education Fund

Sally Allen
Jacqueline Brown
Thayer & Patricia Browne
Michael Bzullak
Joaquim DeChristo
Norma Fishman

Jane Gannon
Linda Gerber
Carol Guardo
Hartford Foundation for Public Giving
Ann Hotchkiss
Lance & Irma Keller
Meredith Libbey
Howard & Sheila Mark
Andrew & Deirdre Poole
Seymour Reitman
Nellie Romaine
Anita Satriano
Betty Schulman
John Shulansky
Ruth Shulansky
David & Kathleen Smith
Jane Springer
Marilyn Stockton
Edward Tumarkin
Robert von Dohlen
Judith Wawro
Kenneth Weeks

Endowment Fund

Roxanne W. Beardsley Trust
Nancy Dean
Joyce Falkin
Norma Fishman
Hartford Foundation for Public Giving
Herbert Hershenson
Howard & Sheila Mark
Mary Sargent
David & Kathleen Smith
Judith Wawro
Kenneth Weeks

Library Fund

Emily Becton
Frances Blumenthal
Jacqueline Brown
Jane Carpenter
Maryann Dowaliby
Joyce Falkin
Norma Fishman
Jane Gannon

Petronella Lair
Meredith Libbey
Howard & Sheila Mark
Seymour Reitman
Edith Sherman
Amy Silverman
David & Kathleen Smith
Jane Springer
Marilyn Stockton
Joanna Virden
Richard & Madelaine White
Susan Wilson

Music & Program Fund

Emily Becton
Jacqueline Brown
Jane Carpenter
Thomas Corrigan & Carol Forte
Janet Eveleth
Richard & Susan Kramer
Estelle Laschever
Seymour Reitman
Edith Sherman
David & Kathleen Smith
John Shulansky
Ruth Shulansky
Marilyn Stockton
Susan Wilson

Residents Assistance Fund (RAF)

Sally Allen
Thayer & Patricia Browne
Janet Eveleth
Joyce Falkin
Gordon & Molly Fowler
Jane Gannon
Hartford Foundation for Public Giving
Rodney & Leigh Hudson
Estelle Laschever
Howard & Sheila Mark
Andrew & Deirdre Poole
Seymour Reitman
Dale & Sally Richter

Ruth Rohrbacher
Nelly Romaine
Anita Satriano
Charlotte Schiff
Eli & Vera Simon
David & Kathleen Smith
Beverly Thomas
Judith Wawro
Jacqueline Werner
Ronald & Ann Yungk

Restricted Funds

Anonymous
JoAnne Ansbro
Mr. & Mrs. Robert Batch
Timothy Begley
Robin Bergman
Sumner Bissell
Amy Blumenfeld
Bush & Evans Brignole
Thayer & Patricia Browne
Kathleen Clinton
Thomas Corrigan & Carol Forte
Michael Curran
Carol Finnigan
James & Lauren Foote
Carolyn Fowler
Gordon & Molly Fowler
Anne Gares
Juliette Greene
Eleanor Jainchill
Dianne Jones
Irmgard Klee
Richard & Susan Kramer
Petronella Lair
Meredith Libbey
Catherine Lyons
Irene McCabe
George & Joan McGauley
Henry & Anne McNulty
Ann Oppenheimer
Arlene Parmelee
Andrew & Deirdre Poole
Michelle Press
Rebecca Rafferty
Kathleen & William Rago
Nellie Romaine
Benjamin & Jacqueline Sachs
Mary Sargent
John Selden
John Shulansky
Ruth Shulansky
Julie Slimmon
David & Kathleen Smith
Miriam Snyder
Jane Springer
Janet Stott

Swede’s Jewelers
Margaret Thomas
Marie Wertheim
Helen & Sidney Witty Foundation

Unrestricted Fund

Sally Allen
Frank Barrett
Robin Bergman
Walter Bernkopf
Ann Bucknam
Ken & Jean Butler
Jacqueline Brown
Brian Clemow
Sara Cole
Maureen Coleman
Ronald & Nancy Compton
Carolyn D’Allesandro
Thomas & Twila Daniels
Donald Davidson
Maryann Dowaliby
Joyce Falkin
Robert & Susan Fisher
Carolyn Fowler
Robert & Lee Goode
Harvey & Leonie Goodfriend
Jonathan & Cornelia Hall
Marcia Hincks
Benson & Marcia Horowitz
Anne Hussey
Lenworth & Barbara Jacobs
Dianne Jones
Roberta Kaufman
Deborah Koltenuk
Paul Marianella
Marsha Mills
Townsend & Caroline Mink
Kelly Papa
Libby Pearl
Edith Pescatello
Phyllis Pierson
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Mary Porcello
Michelle Press
Gail Raab
John Reagan
Dale & Sally Richter
Keith Robertson
Naomi Rothfield
Laura Russotto
Mary Sargent
Elaine Savarese
Philip Schenck
John Shulansky
Nelson & Helen Sly
David & Kathleen Smith
Ruth Solomkin

Charlotte Sornborger
Marie Spivey
Betty Starr
Marilyn Stockton
Joanna Virden
Robert von Dohlen
Ruthan Wein
Richard & Madelaine White
Marilyn Woodruff

The John G. Rohrbach Legacy Society

Anonymous (1)*
Anonymous (2)*
Anonymous (3)*
Anonymous (4)*
Anonymous (5)
Anonymous (6)
Sara Barroll*
Judith Brainerd*
Lyman Brainerd*
Jean Brown*
Sarah Butler*
Brian Clemow
John M.K. & Mignon Foederer Davis*
Louise Detrick*
Patricia Fitt*
Carolyn & Ed* Fowler
Eva C. Frankfurt*
Richard P. Garmany*
Annette Gillette*
Melissa Hanson*
Dorothea Hawley*
Frances Hennessey*
Ovide & Helen Hogaboom*
Frances Holmes*
David Hubbard*
Charles Kaman*
Janet Krogh*
Marie Kyle*
Sylvia Leven*
Harriet MacGuinness*
Berta Merriam*
Edith Ogden*
Ann Randall*
Philip & Catherine Reynolds
Sali* & John* Riege
Margaret Rochford*
Harriet Ruggles*
Harlow & Ruth Savage Jr.*
Dorothy Steinhauer*
James Torrey & Lilly Biscoe Torrey*
Edward Tumarkin
Judith Wawro
Helen Wills*
Barbara Woodruff*

*deceased

Financials

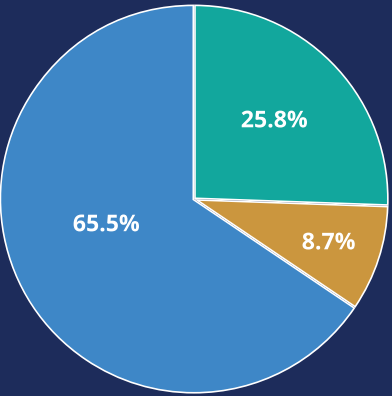
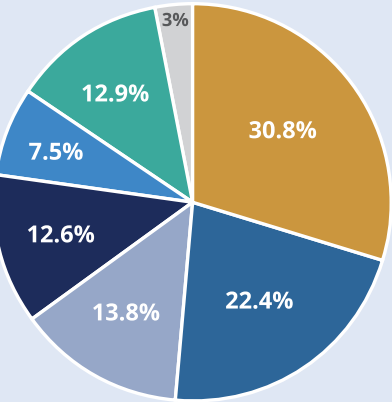
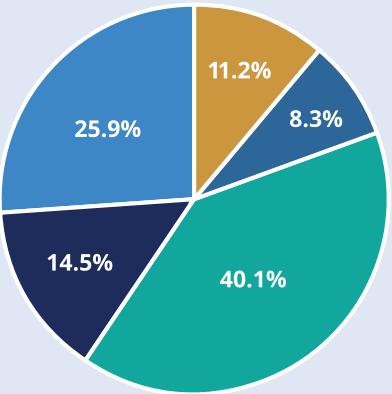
Revenue	\$29,974,015
Resident Service Fee Revenue	\$12,006,130
Earned Entrance Fees	\$4,349,906
Health Center Revenue	\$7,760,554
Assisted Living Revenue	\$3,358,413
Other Income	\$2,499,012

Expenses	\$29,875,609
Medical & Other Resident Care	\$9,201,904
General & Administrative	\$6,703,302
Building & Grounds	\$4,109,564
Food Service	\$3,766,075
Housekeeping	\$1,240,305
Depreciation & Amortization	\$3,866,097
Interest	\$988,362

Philanthropic Impact	\$1,408,000
Gifts to The Duncaster Foundation	\$363,000
Gifts to Duncaster Residents Association	\$123,000
*Gifts to Duncaster, Inc.	\$922,000

Change in Unrestricted Net Assets	\$1,562,837
Income from Operations	\$98,406
Change in Unrealized Gain/(Loss) on Investments	(\$2,990,157)
Change in Future Service Obligation	-
Change in Interest Rate Swap Obligation	\$1,328,914

*The Duncaster Foundation contributed \$596,000 to Duncaster, Inc. based on its Endowment Spending Policy.



Thank you
to all our donors
and supporters!



Duncaster is where to *live.*

Duncaster.org • 860.726.2000

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