

# ANNUAL REPORT FISCAL YEAR 2022

## BRISTOL ELDER SERVICES, INC.

Fiscal Year (FY) 2022 continued to be one that required Bristol Elder Services, Inc. (Bristol) to adapt to the ever-changing challenges of providing community-based services and supports to our consumers across care settings as the COVID-19 pandemic persisted. Bristol returned to a hybrid model of operations including staff safely returning to the office and resuming in-person visitations in the community to ensure our consumers' needs were being fully addressed. Bristol's staff has been extraordinarily resilient in responding to the increased need from consumers and their families for support throughout this year.

The work force shortage continued to impact Bristol staffing levels, as well as our vendors' staffing to provide in-home services to our consumers. Bristol focused on initiatives to improve employee retention and recruitment including employee quarterly retention bonuses, recognition, wellness events, and ensuring a competitive pay structure. Bristol also worked with vendor agency executives to strategize on how we could work together to reduce the waiting time to fill service authorizations for our consumers.

Despite the hardships created by the pandemic, new positive opportunities were presented. Additional funding became available allowing Bristol to deliver new services and supports to our consumers, families, and the community. Throughout FY 2022, we were able to provide enhanced support to family caregivers who were faced with increasing duties and burdens. Weekly food distributions were provided to elders/families to reduce food insecurity needs. Also, new community grants were initiated to address housing needs, transportation, and behavioral health, as well as others.

Bristol will enter FY 2023 with a strong bottom line. We anticipate that we will see growth in our existing programs over the next year and will be implementing new initiatives to support elders and disabled adults in our communities.

Thank you to our Board of Directors, Advisory Council members, and staff for your dedication and commitment to Bristol's mission and goals.

*Bruce Thayer, MD*  
Chairperson

*Judy Klein*  
Chief Executive Officer

### ACCOMPLISHMENTS

#### Highlights:

- o Successfully returned to conducting in-home assessments while observing safety needs of consumers and staff.
- o Developed retention and recruitment protocols to attract skilled candidates in response to the Great Resignation. Forty-six new employees were onboarded.
- o Worked closely with vendor agencies to strategize on how to incentivize direct service staff to fill uncovered care plans. Nine new contracts were established.
- o Bristol staff members were issued forty Continuing Education Certificates from Boston University's Center for Aging and Disability Education and Research.
- o Secured and distributed COVID testing kits for direct service workers across network.
- o Distributed approximately 6,700 food bags to low-income seniors and disabled residents in Fall River to address food insecurity during the pandemic.

#### Outstanding Service:

- o Provided Respite blocks of services, safety technology and gift cards to Family Caregivers utilizing resources from pandemic relief funds.
- o Partnered with Lyft to provide free transportation to vaccination and medical appointments.
- o Provided needed services to the community remotely and assisted members with unanticipated needs during the pandemic with the help of donations.
- o Participated in the Caring Force Spirit week promoting fair pay for human service workers.
- o Recruited additional volunteers to address long-term care residents' concerns through the Long-Term Care Ombudsman Program.
- o Facilitated additional grants to community partners focusing on home modifications, transportation, safety assessments, behavioral health/health initiatives, technology training and housing.



[www.bristolelder.org](http://www.bristolelder.org)  
P: 508-675-2101

TTY: 711  
1-800-AGE-Info

MassOptions.org  
P: 1-800-243-4636

Bristol Elder Services, Inc. and its programs are funded in whole or in part by contracts with or by grants from the Massachusetts Executive Office of Elder Affairs.

# AWARDS

Bristol Elder Services recognizes employee contributions through both the Employee of the Year and Years of Service awards

## Employee of the Year

### Winner

Sharon McNamara-Cruz

### Nominees

Alesia Hooper Felicia Simas Jane Estrela Joyce Vangel  
Kiana Cravinho Maria Coelho-Schlatter Melanie Minutelli-Ramos

Sharon McNamara-Cruz is Bristol Elder Services' Employee of the Year. Sharon worked tirelessly and went above and beyond providing support and services to Family Caregivers during the pandemic.

## Years of Service Awards

### 10 Years

Sean Anderson  
Susan Benfeito  
Ronald Bernard  
Susan Correia  
Jennifer Mello

### 15 Years

Nicole Gendreau  
Patrick Cullen

### 20 Years

Maria Coelho-Schlatter

### 30 Years

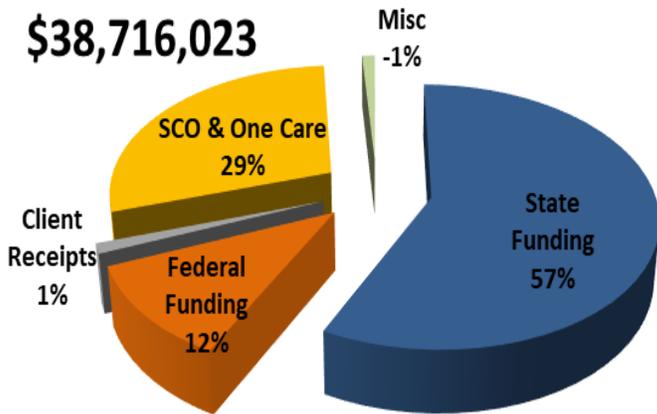
Lynne Toth  
Louise Dahlborg

### 35 Years

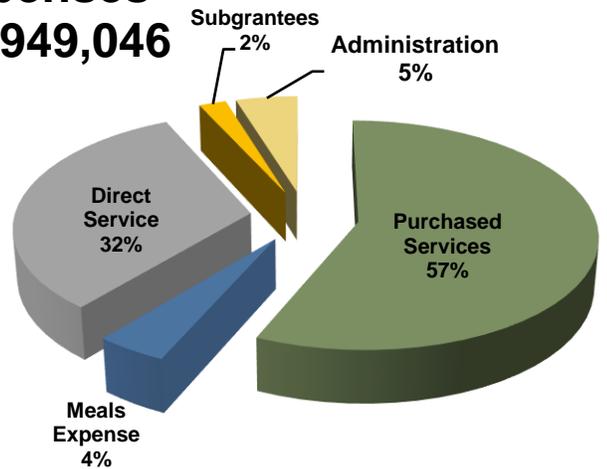
Debby Gordon

# FINANCIAL REPORT

## Revenue \$38,716,023



## Expenses \$36,949,046



## BOARD OF DIRECTORS

Bruce Thayer, *Chairperson*  
Judith Aubin  
Jim DeArruda  
Brittany Lynch  
Kathleen Pearle  
Joanne Roque

CJ Patel, *Vice Chairperson*  
Eileen Beaulieu  
Renee Howayeck  
Debra Maltais  
Sharon Rice  
Claire Sullivan

Julie Almond, *Treasurer*  
Louise Boulanger  
Dick Kelsay  
Barb Maynes  
Janet Richardi

Ashley Cartwright, *Secretary*  
Sandra Christoun  
Virginia King  
Dan Ouellette  
Margaret Riley

## ADVISORY COUNCIL

Beverly Bisch, *Chairperson*  
Pam Hunt

Rhonda Partridge, *Vice Chairperson*  
Michelle Poirier

Bradley Marshall, *Secretary*  
Representative Carole Fiola