

# THE KENDAL SYSTEM

The Kendal System consists of 1) operating Kendal Affiliate organizations (each of which is separately incorporated as a 501(c)(3) organization); 2) a fund- raising and grant-making organization that supports all Kendal entities (Kendal Charitable Funds); 3) an outreach function (Kendal Outreach LLC); and, 4) a supporting organization (The Kendal Corporation\*). All Kendal Affiliates provide care and services for older people through a continuum. Many Kendal Affiliates are continuing care retirement communities.

In 2009, the following organizations are Kendal Affiliates: in Pennsylvania, Kendal-Crosslands Communities in Kennett Square (Kendal at Longwood, Crosslands, Coniston, and Cartmel) and Barclay Friends in West Chester; in New Hampshire, Kendal at Hanover; in Ohio, Kendal Northern Ohio (Kendal at Oberlin and Kendal at Home in Westlake) and Kendal at Granville; in New York, Kendal at Ithaca and Kendal on Hudson in Sleepy Hollow; in Virginia, Kendal at Lexington; and in Massachusetts, The Lathrop Communities in Northampton and Easthampton.

While other organizations measure their success primarily by the bottom line, The Kendal System uses its *Values and Practices* booklet as benchmarks for success. First published in 1987, the booklet was reissued in 2009 in a refined version. The booklet spells out the principles of the Religious Society of Friends on which Kendal values are based, and describes practices that reflect experience gained over nearly forty years, beginning with the earliest Kendal communities.

The Kendal System is based on a federal-style model. The relationship between The Kendal Corporation and the Kendal Affiliates is interdependent and involves balancing autonomy and shared purpose. While each Kendal Affiliate maintains an independence that fosters creative thinking, all are grounded in and guided by the *Values* of the Kendal System.

The Kendal Corporation has responsibilities for leadership with respect to the Affiliates and the System as a whole, though it is not a centralized authority. The corporate role is designed to call attention to opportunities and challenges constructively and with the expectation that the leadership of an Affiliate will identify the solutions. Corporate staff serve as mentors, coaches, and advisors to Affiliate staff, rather than supervisors. The role of The Kendal Corporation, therefore, is to enhance the performance of Kendal Affiliates, not to intervene in ways to diminish their roles and responsibilities. The Kendal System reflects a commitment to a participative and team-based culture.

Affiliate boards of directors are responsible for the overall operations of their respective communities and services. The Kendal Corporation Board of Directors is responsible for setting the strategic direction for the system as a whole.

\*For New York affiliates, the supporting organization is Kendal New York, which functions in the same ways as The Kendal Corporation does in other states.