



Friends House  
community through caring



*Life at Friends House*

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# *A Brief History of* **Friends House**

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In 1946, Friends Meeting of Washington had a concern about where aging Friends who were of limited income could find housing after they retired. They had a dream of building a small retirement community to meet the need. They incorporated and found support from other Friends meetings in the area. A site was found in Sandy Spring, Maryland and the project came under the care of Baltimore Yearly Meeting which represents Friends in Washington, Maryland, Virginia, and part of Pennsylvania.

In 1967 with support from HUD, Friends House opened its doors.

In 1968, Friends House opened the property for seniors who wanted to join the community but who were over the income for the HUD apartments. New residents built their own homes, called cottages, and eventually Friends House built four additional cottages for rent.

Following that, plans were begun to build a nursing residence. This was completed in 1972 and named Haviland Neighborhood. In 1979 a new nursing residence, Stabler Neighborhood, was opened and Haviland Neighborhood was converted to an assisted living facility licensed to serve 24 seniors. In 2005 Thomas Neighborhood, providing memory support and rehabilitation services, was added to the nursing residence.

In 2018, Friends House began a new building program. In cooperation with Homes for America a new apartment building to replace the original aging apartments was planned. The building was completed in 2020, the same year additional cottage duplexes and lodges were added to the Friends House campus.

Over the years, Friends House has become a welcoming community grounded in Quaker values and home to people of many faiths and backgrounds. Our campus continues to grow in support of our mission and to ensure that this dream continues.

## *Non-Discrimination Policy*

Friends House Retirement Community complies fully with the Federal Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975. We do not discriminate on the basis of race, color, national origin, sex (including sexual orientation and gender identity), disability, religion, or familial status. As housing for older persons, Friends House is exempt from prohibitions against age discrimination under the Fair Housing Act.

# *Our Mission:*

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## **Diversity, Environmental Responsibility and Resident Involvement**

Founded on Quaker values and open to seniors of all backgrounds and abilities, our mission is to build a community through caring. By connecting residents with other seniors, volunteers and staff, we nurture the physical, mental, emotional and spiritual well-being of all individuals.

### **OBJECTIVES**

We maintain the unique Friends House culture through:

#### **Openness**

We encourage a standard and equality that each individual voice and insight will be heard and given careful consideration. We will strive toward attaining common goals and shared values.

#### **Maintaining a Sense of Community**

We offer a spirit of friendliness, a sense of welcome and acceptance of individuality. At the same time, we encourage relationships and cooperation through good communication with our immediate neighbors (Sandy Spring Friends Meeting, Sandy Spring Friends School, Baltimore Yearly Meeting, and the larger Sandy Spring community).

#### **Stewardship of Our Resources**

This allows and encourages simple living – providing and maintaining responsible use of resources for gardens (produce and flowers), wildlife, and opportunities for peace, quiet and solitude.

#### **Support and Renewal**

We provide supportive services that sustain community and quality of life.



# *Living Well* **Together**



At Friends House, we strive to create a welcoming community where all residents can enjoy peace, comfort, and connection. To help support this shared environment, the following guidelines are offered. Please refer to your contract or lease agreement for specific rules and details.

- Residents are asked to follow the terms outlined in their lease agreement.
- Friends House is a smoke-free campus. Smoking is not permitted inside any building or within 100 feet of entrances.
- We ask that homes and outdoor areas be maintained in a safe and sanitary condition.
- Residents who will be away for an extended period should notify Resident Services.
- Guests are always welcome. Visits beyond two weeks must be approved in advance through the Business Office Manager. Residents are responsible for their guests and ensuring community guidelines are followed. If a guest apartment or cottage needs to be reserved, applicable fees will be billed to the resident.
- Pets are welcome, as long as owners follow the signed pet agreement and Montgomery County licensing requirements.
- Children are welcome to visit and must be supervised by an adult at all times.
- Noise levels should be kept at a respectful level indoors and outdoors to preserve the quiet enjoyment of all residences.
- Solicitation is not permitted on campus.
- Courtesy and kindness are expected in all interactions. Harassment or inappropriate behavior will not be tolerated.
- Duplicate keys for residences must be requested through Maintenance. Exterior door keys cannot be duplicated. Please contact the Resident Services Coordinator for information about replacement key or fob fees.

# *Scooter & Power* **Mobility Safety**

Friends House supports the safe and comfortable use of scooters, carts, and electric wheelchairs. To help keep everyone safe, please follow these guidelines:



- Drive at a low speed, no faster than walking pace.
- Pedestrians always have the right of way – allow space and announce before passing.
- PMDs used outdoors should have mirrors, lights, and a red safety flag.
- Use extra caution at elevators, intersections, and corners. Allow pedestrians to exit before entering, and back into elevators when possible.
- Stop at intersections both inside and outside buildings.
- Stay to the right-hand side of hallways and walkways.
- Take extra care in common areas and around corners. Check overhead mirrors when available.
- If your device has a horn, please use it when backing up.
- Park only in designated areas, keeping hallways, exits, alarms, and mailboxes clear.
- Transport packages or other items on PMDs in a safe manner.
- When outdoors, follow traffic signs and drive on roadways – not sidewalks.
- Do not loan or sell your PMD to another resident. If you plan to sell or donate it, please notify Resident Services.
- Label your PMD with your name for easy identification.
- Friends House is not responsible for damage caused to PMDs by others.

These guidelines may be updated as needed to ensure safety and comfort for everyone.

# Guide to the Community

## Miller Center

Originally completed in March of 1996, the renovated Miller Center is the focal point of the commons building. This activity space is named for Mary Moore Miller, a former resident and Board member. Many evening programs, meetings, and other resident activities take place here. The Miller Center can be reserved for programs, meetings, and special events.

It houses a grand piano, AV equipment, and a screen. Reservations can be made by calling our Resident Life Coordinator at 301-924-7523.

## Computer Room

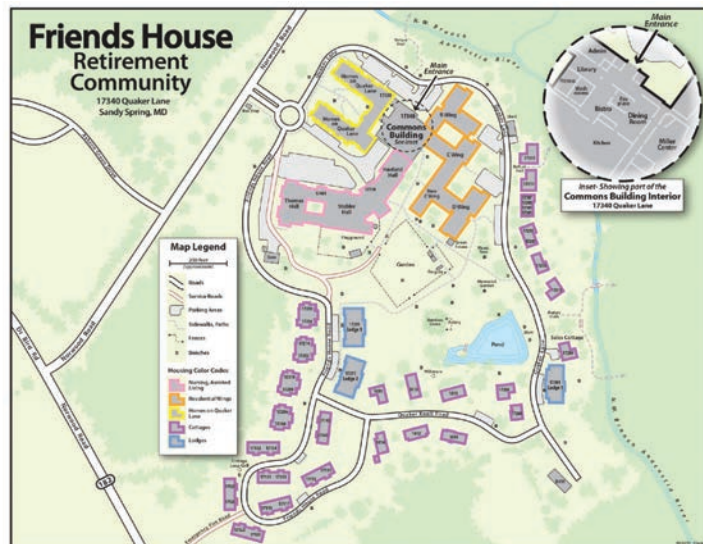
Managed by the Friends House Seniors Association, the computer room is conveniently located near the main entrance outside the Miller Center. Residents may use the computers, fax, and copy machines.

## Library

Located in the main commons building lobby, the library houses 1,500 books including fiction, religion, biography, science, and history. Large print books and audiobooks are also available. Self-serve check-out enables you to use the library at any time of day.

## Flower Alley

The hallway between the Dining Room and the Miller Center has always been one of the highlights of our community. Residents beautifully maintain the area with an array of flowers and plants.



## Garden

Managed by residents, the garden produces a variety of vegetables and flowers for the community. The Garden Committee coordinates planting, weeding, and harvesting. To request a raised bed, contact the Garden Committee in the spring. Gardeners are encouraged to share their produce with the community. The pergola in the garden serves as a gathering space for small groups, with a paved area and pathways for easy access.

## Greenhouse

Maintained by residents, the greenhouse is located next to the outdoor garden. Plants are grown and cared for here and are used to decorate shared areas throughout campus.

## Hair Salon

Located off Flower Alley in the main building, the hair salon offers professional on-site services provided by a local stylist. A sign-up sheet and pricing are available at the front desk.



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# Guide to the Community *continued*

## **Fitness Room**

Equipped with cardio and pneumatic strength-training equipment designed for the active aging community, the Fitness Room is located down the hall from the Bistro. Please sign in when using the equipment; a sign-in book is located near the door.

## **Internal Mailboxes & Bulletin Boards**

Friends House “cubbies” and bulletin boards are a convenient and personal way to communicate with your neighbors. Cubbies and bulletin boards with updates and events are located in the main building lobby outside the Resident Life Coordinator’s office.

## **Health Room**

Located in the C-wing of the main building, the health room is a dedicated space for our on-site health providers to use in a private setting. Please see the Health & Wellness section on page 16 for information on on-site providers.

## **Elephant Shop**

Managed and operated by Friends House resident volunteers, the shop offers gently used items (clothing, household items, furniture and more) for sale at reasonable prices. Proceeds go to the Friends House Seniors Association. Located in the C wing of the main building. Regular hours are 10:00 am to 2:00 pm on Tuesday and Thursday.

## **Guest Apartments and Cottages**

Apartments and cottages are available for short-term rentals to friends and family of Friends House residents. A one-bedroom apartment includes a full kitchen with microwave and coffee maker, television and WiFi. To check availability or make reservations call the front desk at 301-924-5100.

The adjoining Homes on Quaker Lane building has rooms available for Friends House activities and gatherings including:

- Sunroom
- Activity Room
- Music Room
- Arts & Crafts Room

A meeting room and seminar room are available by reservation. Call Demitra Leonard at 240-883-7170 to reserve.



# Services & Departments

## **Maintenance**

Our maintenance team is here to support residents with routine needs such as unclogging plumbing, HVAC adjustments, and similar requests. For other services, a current list of available options can be provided upon request. To place a maintenance request, please contact the front desk at 301-924-7520 or email [workorders@friendshouse.com](mailto:workorders@friendshouse.com).

For after-hours emergencies (after 4:00 pm on weekdays or anytime on weekends), please call 301-924-7501.

Please note: Any modifications to your residence require prior approval from administration.

## **Seasonal and Preventive Maintenance**

Maintenance services are conducted year-round to help keep residences and common areas in good condition. Residents will be notified in advance as these services are scheduled. Snow removal is prioritized in the following order: health care areas (Stabler Neighborhood, Thomas Neighborhood, and Haviland Neighborhood), main roads, parking areas, and sidewalks.

## **Groundskeeping**

Lawns and flower beds across campus are maintained by Friends House. Residents who wish to care for their own flower beds may contact the Environment Committee of the Friends House Seniors Association.

## **Environmental Services**

Housekeeping services are available. Please refer to the current list of Miscellaneous Services for fees. Some housekeeping services may be included in your resident agreement. Call the Environmental Services Department at 301-924-7537 to discuss your housekeeping needs or to schedule services.

## **Front Desk**

The front desk in the main entrance lobby is open Monday through Friday from 8:30 am to 4:30 pm. Monthly fees may also be paid at the front desk. Call 301-924-7520.

## **Billing**

The billing office for the Friends House cottages, lodges, and C-wing apartments is located inside the administrative offices behind the front desk and across from the library. Payments can be given to the front desk or left in the black payment box located near the cubbies. For billing questions, please call the Business Office Manager at 301-924-7536.

# Dining & Food Services

Our dining room is located in the main building and is open for breakfast, lunch, and dinner seven days a week. Vegetarian alternatives are available for the dinner meal. For special dietary needs, please contact our Culinary Services Director at 301-924-7525.

The Bistro is open Monday through Friday and offers convenient walk-up service for breakfast and lunch. Fresh baked goods and a selection of hot breakfast foods are available in the morning, and items from the grill, salads, a hot entrée, and soup selection are offered daily.

To purchase a meal, you may prepay on your meal account at the front desk with cash or check, or pay by credit card in the Bistro and Dining Room. Lodge residents automatically receive a monthly meal account. Your account can be applied to purchases in the Bistro, Dining Room, guest meals, or delivery fees.

## Dining Room Hours

**Breakfast** 8:00 a.m.

**Lunch** 12:00 p.m.

**Dinner** 5:00 & 6:15 p.m.

Carry-out is available for pickup at no additional charge. Meals may be delivered to your residence upon request for a small fee. Call 301-924-7514.

## Bistro Hours

**Monday through Friday**

7:30 – 9:30 a.m.

11:30 a.m. – 2:00 p.m.

**Breakfast:** Fresh pastries, scones, rolls, breakfast sandwiches, coffee, tea, and other beverages

**Lunch:** Fresh salads, sandwiches, stir fry, flatbread pizza, burgers and hot dogs, assorted desserts

## Shuttle Service

Available to and from the dining room for dinner seven days per week. The dining room shuttle starts at 4:45 p.m. and 6:00 p.m. for dinner.

## Sandy Spring Garden Farm Stand

Every Friday at 12:00 p.m. during the growing season, Sandy Spring Gardens sets up a farm stand at the Friends House front entrance. Residents and neighbors can shop for fresh, in-season vegetables grown just two miles away by local farmer Tom Farquhar, whose roots in Sandy Spring and ties to Friends House go back decades.



# Emergency & Security

## Buddy System

In addition to our call system, Friends House encourages the use of an informal buddy system. The goal is to provide reassurance and support for each resident, especially in times of emergency or crisis.

### *Suggestions for using a buddy:*

- Check in with one another at a regular time each day.
- Watch for small signs such as whether the newspaper has been taken in.
- Arrange a simple daily signal to show that you are okay.
- Exchange keys with a trusted neighbor or buddy in case access to your residence is needed.

## Is it an Emergency?

An emergency is an immediate threat to life or property.

## When to call the Friends House emergency number (301-924-7501):

Use this number for after-hours maintenance emergencies that could cause immediate damage or affect safety and livability.

### *Examples include:*

- Water leaks or flooding
- Trees or branches down on a building, road, or power line
- Live electrical wires
- Fire damage that makes a residence uninhabitable
- If your only toilet is clogged

## When to leave a message or send an email:

If the matter can wait until the next business day, you may leave a voicemail or email. Examples include notifying administration of a hospitalization or reporting minor issues that don't require immediate attention.



## Call 911 to report:

- Medical emergencies
- Fire
- Downed power lines
- Crimes or suspicious activity

## Emergency Numbers

Ambulance, Fire, Police: 911

Maintenance/Construction  
(after-hours): 301-924-7501

Police (non-emergency):  
301-279-8000

MedStar Montgomery:  
301-774-8882



# Emergency & Fire Safety

In the event of a fire, stay calm, call 911, and follow the instructions of emergency personnel. Use your best judgment to take the safest course of action.

## **If the fire is in your residence:**

- Close the door to the room where the fire started and leave the building.
- Make sure everyone in your residence leaves with you.
- Take your keys and close (but do not lock) your door.
- If you live in a lodge, alert neighbors on your floor by knocking on their doors as you exit.
- Always use the nearest stairwell to exit. Do not use elevators.
- Once outside, call 911 if help has not yet arrived.
- Meet your household at a pre-arranged location and notify firefighters if anyone is missing

## **If the fire is not in your residence:**

- Stay inside your apartment or cottage unless conditions become dangerous.
- If you must exit, carefully check doors and doorknobs for heat. If they are not hot, open the door slightly to check for smoke or fire before proceeding.
- If you cannot leave safely, call 911 and provide your address, including your apartment number.
- Seal doors with wet towels or sheets and close any openings where smoke may enter.
- Open windows slightly at the top and bottom unless smoke or flames are coming from below.
- Signal for help if needed by waving a cloth or towel out the window.
- If smoke worsens, stay low to the ground, breathe through your nose, and move toward a balcony, terrace, or window until help arrives.

## **Emergency Documents**

### **File of Life**

The File of Life is a simple but vital tool in an emergency. Each resident receives a red magnetic pouch designed to be placed on your refrigerator door where first responders know to look. Inside is a form with:

- Your name, date of birth, and contact information
- Current medications and dosages
- Allergies and medical history
- Physician and insurance details
- Emergency contacts

Keeping this form accurate and up to date ensures that EMTs and emergency personnel have the information they need right away, even if you are unable to speak for yourself. We encourage residents to review and update their File of Life regularly – at least once a year or whenever there is a change in medication, physician, or contact information.

### **Medical Order for Life-Sustaining Treatment (MOLST)**

This form indicates what treatment you want or do not want in an emergency. Keep a copy inside your File of Life pouch on your refrigerator.

# Garbage & Recycling



Friends House is committed to keeping our campus clean and environmentally responsible. Proper disposal of trash and recycling helps maintain a safe and pleasant community for everyone.

**Lodges:** Trash rooms are located on the main floor of each lodge. Trash and recycling receptacles are clearly marked. Trash pickups are on Monday, Wednesday and Friday.  
**Cottages:** Place trash and recycling out by the curb (if you are able). For assistance call the front desk at 301-924-7520 or email [workorders@friendshouse.com](mailto:workorders@friendshouse.com).

## Trash/Recycling Pickup schedule:

**Monday** – Original Cottages

**Wednesday** – New Cottages

Please place trash out by **8:15 a.m.**

Mixed paper and other recyclable items can be placed in provided bags.

## You may recycle:

- Food and beverage cartons
- Papers, mail & paper boxes
- Cardboard boxes
- Aluminum & steel cans & tins
- Glass & plastic bottles, tubs & jugs
- Recycle clean, dry packaging materials & paper. Caps may be left on empty containers.

## Do Not Recycle:

- Cups, plates, or cutlery of any kind
- “Tanglers” (*hoses, cords, etc.*)
- Food or plant waste (*for compost guidelines see next page*)
- Dirty paper/cardboard, shredded paper, napkins
- Food wrappers & bags, box liners and pouches
- Hinged containers • Styrofoam
- Bagged materials

**For more detailed recycling instructions, visit:**  
**[www.FrederickCountyMD.gov/RecycleRight](http://www.FrederickCountyMD.gov/RecycleRight)**

## Scrap Metal

Scrap metal items can be left in a pile by the trash and recycling. This includes all metal and predominantly metal items.

## Medical Waste

According to the EPA, medical waste includes items contaminated by blood, body fluids, or other potentially infectious materials. Residents who generate medical waste, such as used needles, must dispose of these items in the proper containers provided by a medical supplier.

## Batteries

All used rechargeable and non-rechargeable dry cell batteries can be placed in the tub in the main lobby (located across from the internal mail cubbies). Please tape over one end of each battery before disposal.

## Expired Medication

The Health Care Center team can help you properly dispose of expired medication. Please do not throw medicine into the trash, down your sink, or toilet.

# Composting at Friends House

Friends House participates in a composting program as part of our commitment to sustainability. Composting reduces waste, helps protect the environment, and provides healthy soil for our gardens.

## What to Compost:

- Raw or cooked fruit and vegetable scraps
- Coffee grounds, including filter papers and bags
- Tea bags (paper only, not plastic mesh)
- Eggshells
- Garden clippings and plant material

## What Not to Compost:

- Fats such as butter, lard, vegetable oil, or mayonnaise
- Dairy products (milk, cheese, yogurt, sour cream)
- Meat, fish, or bones
- Plastic bags (compostable bags are okay)
- Pet waste or litter
- Glass, metal, or Styrofoam

(These items may attract crows, rats, and other undesirables.)

## Tips for Easy Composting

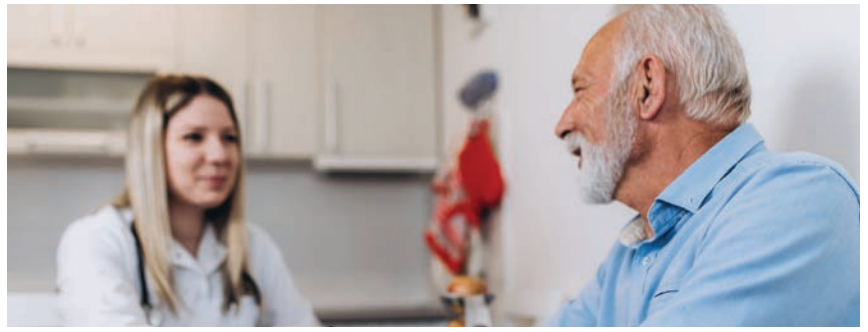
- Keep a small container in your kitchen for food scraps, then empty it daily into the outdoor compost bins.
- Avoid adding items that may attract pests or interfere with the composting process.
- If you're unsure about whether something can be composted, place it in the trash instead.

By participating in composting, you're helping reduce landfill waste while enriching the soil that supports the Friends House gardens.





# Health & Wellness



Friends House offers convenient access to health and wellness services right on campus, making it easier for residents to get the care they need. To learn more about these services, please call Resident Services at 301-924-7523.

## **Primary and Geriatric Care**

Our Resident Life Coordinator can provide a list of physicians and certified registered nurse practitioners (CRNPs) who offer appointments on or near campus. Please contact the Resident Life Coordinator for more information.

## **Audiologist**

Local audiologist provides free hearing screenings and hearing aid checks every other month. Sign-up is available at the front desk.

## **Dermatologist**

On-site dermatology services are available for skin checks and to treat conditions such as rashes, psoriasis, and skin cancer. Call 1-877-345-5300 or sign up at the front desk to schedule.

## **Podiatrist**

A visiting podiatrist is available for nail trimming and consultations for other foot concerns. Medicare covers nail care once every nine weeks. Scheduled visits will be announced in advance, and an intake form must be completed prior to your appointment. For questions, call 301-345-4087.

## **Occupational, Physical and Speech Therapy**

Friends House partners with HealthPro Rehabilitation Services to provide occupational, physical, and speech therapy for residents. A physician's order and insurance verification are required before services begin. Call 301-924-7527 or fax forms to 301-804-4133.

## **Pharmacy**

Friends House residents have access to several local pharmacies, many of which deliver directly to your residence. For a complete list of options, contact the Community Receptionist.

## **Home Health**

A list of preferred providers for in-home services may be obtained from the Resident Life Coordinator, whose office is located in the main building.



# Health & Wellness *continued*

## CONTINUING CARE

Should your need for care increase while at Friends House, on-campus options include assisted living, short-term rehabilitation, and long-term care. For more information call the Admissions Director at **301-924-7530**.

### Assisted Living - Haviland Neighborhood

A separate wing consisting of **21 private rooms**, Haviland Neighborhood provides needed services including medication management, help with activities of daily living such as bathing and dressing, and 24-hour supervision. Each room features an emergency call system, television connections, private phone, and private bathroom. Common areas include a dining room, activity room, and sunroom.



### Health Center - Stabler Neighborhood & Thomas Neighborhood

The Friends House Health Care Center is a **72-bed center** that provides skilled nursing care and rehabilitation. With a high staff-to-resident ratio, a dedicated team, and low turnover, the Health Center consistently receives strong ratings from the Center for Medicare and Medicaid Services. Stabler Neighborhood supports long-term care residents, while Thomas Neighborhood is available for rehabilitation stays. Features include an outdoor courtyard, solarium, dining room, private family room, and library.

# Transportation & Parking

## Resident Parking

Parking areas are available throughout campus. Spaces are located in front of and alongside the main commons building and in front of each lodge. All vehicles parked on campus must be registered with Resident Services. For more information call 301-924-7523.

## Daily Dinner Shuttle

Enjoy complimentary shuttle service every evening for dinner at:

**4:45 p.m.**

**6:00 p.m.**

The shuttle begins running 15 minutes before each dinner seating and provides convenient transportation along the Friends House Loop to and from the main entrance.

## Transportation Services

We are happy to provide transportation for:

- Community Center
- Medical and dental appointments
- Scheduled shopping trips (banks, library, grocery stores, etc.) around Olney, Sandy Spring, and Ashton
- Worship services
- Group outings (fees may apply)
- As-needed errands with advance notice



# Transportation & Parking *continued*

## Mileage and Fees

- **Within 15 miles:** No cost to residents (covered by Friends House).
- **Over 15 miles** (one way): A fee applies at \$0.85 per mile plus a driver's hourly rate of \$25.00 (subject to approval). Please submit a Transportation Request Form to the receptionist for all non-routine trips.

## How to Schedule a Ride

Please schedule rides at least **48 business hours in advance**. Ride requests are filled based on driver and vehicle availability and are not confirmed until you receive notice from staff. To request a ride, call the front desk at **301-924-7520** or **email [frontdesk@friendshouse.com](mailto:frontdesk@friendshouse.com)**, copying the Transportation Manager at **[CHolmes@friendshouse.com](mailto:CHolmes@friendshouse.com)**.

### Provide:

- Date and time of the appointment
- Full address and phone number of the office
- Estimated length of appointment
- Whether you use a walker, rollator, or wheelchair
- Name and contact information of any companion

## Transportation Hours

### Monday to Friday:

9:00 a.m. – 4:30 p.m.

### Saturday & Sunday:

11:30 a.m. – 4:30 p.m.

Special requests outside of these hours may be possible depending on driver and vehicle availability.

## Resident Courtesy

Limit ride requests to a maximum of 10 rides per month.

Cancel at least 24 hours in advance if you no longer need a ride. Missed appointments or late cancellations will result in a **\$10.00 fee per trip**.

## Additional Transportation Resources

In addition to Friends House transportation, local options are available for residents who need rides within the community or to nearby destinations. For information about current services, please contact Resident Services at 301-924-7523.



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### **Recognized Holidays**

Friends House administrative offices and some services are closed on the following holidays:

<b>New Year's Day</b>	<b>Memorial Day</b>	<b>Labor Day</b>
<b>Martin Luther King Day</b>	<b>Juneteenth</b>	<b>Thanksgiving Day</b>
<b>President's Day</b>	<b>Independence Day</b>	<b>Christmas Day</b>
<b>Good Friday</b>		

Emergency maintenance services remain available at all times.

### **Friends House Important Numbers Quick Reference**

<b>Front Desk .....</b>	<b>301-924-7520</b>	<b>Resident Services .....</b>	<b>301-924-7523</b>
<b>Maintenance Requests.....</b>	<b>301-924-7520</b>	<b>Dining Services.....</b>	<b>301-924-7514</b>
<b>Maintenance (after hours) ...</b>	<b>301-924-7501</b>	<b>Rehab Therapy Services.....</b>	<b>301-924-7527</b>
<b>Environmental Services.....</b>	<b>301-924-7537</b>	<b>Homes on Quaker Lane .....</b>	<b>240-883-7170</b>

### **Grievance Policy & Procedures**

Friends House Retirement Community encourages all residents, individually or as a group, to express their grievances and suggestions for improvement in policies and services. A resident or group of residents may submit a grievance in writing to:

#### **CEO**

Friends House Retirement Community  
17340 Quaker Lane, Sandy Spring, MD 20860

Friends House will send a written acknowledgment to the resident or group of residents within five (5) days after receiving the written grievance. Friends House will assign personnel to investigate the grievance. A resident or group of residents who file a written grievance are entitled to a meeting with the management of Friends House within thirty (30) days after receipt of the written grievance, in order to present the grievance. Friends House will provide a response in writing.

Within forty-five (45) days after receipt of the written grievance, the CEO will provide a written response outlining the investigation and resolution of the grievance.

Within thirty (30) days after Friends House provides its written response, a resident, group of residents, or Friends House may seek mediation through one of the Community Mediation Centers in the State of Maryland or another mediation provider. If mediation is pursued, it shall be nonbinding, and both Friends House and the resident or group of residents may be represented by counsel.