



# THE MOORINGS AT LEWES

A SPRINGPOINT COMMUNITY

## AFTERNOON EXCHANGE

February 7, 2023

Today's Afternoon Exchange is dedicated to discussion about Morrison Group and the dining experience. Due to the abridged format, Annette and Lauri distributed updates on the status of the PMI's and on the Vision Plan. These updates were either e-mailed or, for those IL residents with no e-mail, placed in cubbies. For reference, the updates are also attached to these minutes.

In advance of this meeting, the residents had submitted questions for Morrison Group. Present at the meeting to answer those questions are Brian Tretiak, Regional Vice President, and Chad Straub, Regional Director of Operations.

Brian started by thanking the residents for allowing he and Chad the opportunity to attend the meeting and to give an update on dining. He said he was honored to be at The Moorings and thanked the residents for submitting the questions in advance. Then he introduced Chad Straub, who has replaced Andrew Lavallo, who spoke at the Afternoon Exchange in November. Andrew has been reassigned within the company and Brian hired Chad Straub as the new Regional Director of Operations. Chad is a native Delawarean and said he was excited to be joining Morrison Group and partnering with The Moorings. Brian added that he was hopeful that Chad will increase the visibility of Morrison leadership at The Moorings, particularly since Chad is local to the Delaware market.

Brian prepared a presentation that would address each of the questions in order. The first two questions were combined.

### **Resident Question -**

1. What added value is Morrison Living to our previous staff and to the residents of The Moorings?
2. What are the five (5) most impactful improvements that Morrison Living has accomplished since assuming food service at The Moorings?

Morrison Answer – In no particular order, Morrison has brought:

- Talent Acquisition Team – this team helps support recruiting and retention of employees
- Dedicated resources – a Regional Director hired for Springpoint communities, Chad Straub; System Chef, again designated to Springpoint communities; and a Project Manager
- Retail Innovation & Design – Morrison has dedicated a resource who is coming on shortly to assist with technology and producing the “wow” factor that has been promised. Brian admits that Morrison has not made the progress to date that they had hoped. He promised that this would improve.
- Systems, Process & Technology – Brian referred to systems that Morrison brings to the table such as procurement, ordering and recipes. These systems will help facilitate consistency.
- Training and Development
- Safety Culture – both for Morrison employees and Moorings residents
- Health & Wellness – Teaching Kitchen event kickoff January 26<sup>th</sup> . Brian said he expects to see many more events like this one that highlight health and wellness.

From an impactful standpoint, Brian said that they have been able to get employees hired and working in a tough environment.

**Resident Question -**

3. At November’s Afternoon Exchange, a Morrison representative said that 25% of the final design plan had been accomplished. Where do you stand currently?

Morrison Answer –

- Currently we are progressing to near 50% complete. Brian added that he would have preferred to be at the 50% mark after three months as opposed to almost five months, but he pledged to be at the 100% mark in about 60 to 90 days.

**Resident Question -**

4. Why has the quality of our food declined since Morrison has taken over?

Morrison Answer –

- How do you define quality?
- What specific quality concerns do you have regarding the current program?

Residents gave the following examples of quality concerns: lack of nutritious sides, including couscous, nuts, beans; asparagus side where the size of the stalk was no larger than a blade of grass; lack of consistency, order an item and one time it is fine and the next it might be inedible; of the four sides, two are always white potatoes; taste,

temperature, variety and consistency of portions; corned beef entrée that was 75% fat and carved across the grain; inedible veal cutlet; mushy expired salad; mushy vegetables.

Brian said that listening to these examples is helpful and reiterated that Morrison has not gotten to where they should have been at this point.

**Resident Question -**

5. Morrison's bureaucracy has impacted Pam's efficiency due to changes in responsibility, including hiring people, obtaining Morrison's approval of our menus, and the inability to hold a job fair. Can the environment be changed so she can operate with more autonomy?

Morrison Answer –

- Responsibility and accountability requires checks and balances
- Regional Director is committed to evaluating current environment in an effort to streamline processes

Residents added that they feel bureaucracy is crippling Pam. It takes a long time to hire any staff. Annette Moore added that Pam has been taken away from being a part of the Moorings management team and has sole responsibility for Morrison operations. Annette feels we need a chef being dedicated here more often if Pam has more Morrison responsibilities and less time assigned in the kitchen.

Brian responded that he recognizes that Pam is only one person and he hopes that assigning Chad to work alongside her will help.

**Resident Question -**

6. Food preparation is inconsistent, i.e., size of portions, quality of entrée, vegetables not prepared correctly and often tasteless, and green beans that are practically raw.

Morrison Answer –

- It is our intent that our foods are prepared using standard recipes which include consistent portions across our menu offerings
- We are working to:
  - Fill our open positions
  - Provide ongoing culinary training and development
  - Implement our program standards

Brian believes that the first bullet point can be addressed by training, which will begin immediately. He added that there is a weekly call regarding hiring and they have been reaching out to resources like Indeed.

Residents expressed the opinion that it seems like none of the current kitchen staff have experienced culinary training.

**Resident Question -**

7. Why are the “fall/winter menus” still not available? And will healthy options/substitutions be available for each meal?

Morrison Answer –

- There is currently a fall/winter menu in place
- We continue to work to implement our program standards which includes a wide variety of menu offerings
- Healthy options/substitutions are currently available

Brian commented that there was a fall/winter menu in place but it was not anything new. He admitted there were a couple of timing glitches with getting out a new fall/winter menu but it should be implemented in another week or two.

Pam Barnette commented in regard to healthy options, that there is the “Always Available” menu that has some healthy options on it. Pam said she wishes to revise the Always Available menu to add some additional healthy options to it.

**Resident Question -**

8. The four-week current rotation of menus becomes monotonous; why can't the rotation be increased to at least five (5) weeks? Additionally, why can't the seven (7) day sequence of menus be changed so the same entrees do not always fall on the same day?

Morrison Answer –

- Enhance our “Always Available” menus
- Chef’s Special offerings
- Monotony breaker events

Brian commented that Morrison will communicate the events in a much better fashion and will communicate them earlier.

**Resident Question -**

9. Will the Bistro/Catering Manager be replaced?

Morrison Answer –

- Yes. Theresa Kelly is being promoted internally and the team is actively working on this transition.

Pam Barnette commented that she was excited about TK's promotion and that she is currently searching for a line cook to replace TK's old position. When a cook is hired, TK's position will be formally changed.

**Resident Question -**

10. Food in the Chart Room is constantly served cold to barely warm; what can be done to correct this?

Morrison Answer –

- Issue addressed – additional training and requirement of entrée lid use

Pam Barnette commented that staff has already been trained to use the entrée lid when the cook is finished plating the entrée.

**Resident Question -**

11. Our expectations after six (6) months are not being met. We would like to regularly receive feedback about the implementation of the Morrison Living plan as it moves forward. Our priorities are ----- visibility of Morrison Living management, new menus, consistency in meal preparation, and staffing.

Morrison Answer –

- What are your expectations?
- Information is shared in the monthly Dining Committee meeting
- Increased communication via Touchtown
- Quarterly newsletter

Residents agreed that expectations include temperature and consistency.

Brian commented that he will begin to meet with Annette on a quarterly basis. After the meeting, he will communicate with residents via a vehicle such as a newsletter. He will also plan on communicating things like Chef's Specials on Touchtown.

**Resident Question -**

12. What is the 2023 line-item dining services budget for the Moorings, and how does it compare to 2022?

Morrison Answer –

- 15% increase in labor

- 6% increase in food

Brian said the relationship between Morrison Group and Springpoint was a pass through of costs. He said if he spent less, that did not mean that he made more of a profit. It simply meant he was doing a better fiduciary job.

Brian then opened the floor up to questions.

*Don Smith, A107, said to Morrison that their main concerns were reducing bureaucracy, revised menus, and a streamlined hiring process. He expressed a desire for a follow-up report no later than the first quarter.*

*Carol Bishop, C40, asked how much time Chad was expecting to be on-site. Chad replied that he is responsible for nine (9) communities but he committed to “doing whatever it takes”. He said he will be present on a regular basis and that there is also a project manager and a sous-chef to assist.*

*Jack Chapin, A139, asked about when the Bistro would be renovated and how much it would cost. Annette replied that the delay had been because she had instructed Premier Builders to not begin until all the material was in-house. All material has arrived so the renovation is scheduled to begin a few days after the Valentine’s Day event, provided that IT has moved the Horizon point of sale terminal. The Bistro will be open during the renovation and will operate in the back of the Chart Dining room. Premier will be removing the counter to the right as you enter, extending a new countertop across the back of the room and removing the soup well. The cobalt blue tiles are not available, so Premier will be replacing the floor and painting. The entire project is budgeted at \$25,000, the price that Premier quoted a few years ago. The work should take about three weeks and be finished in mid-March.*

*Jane Lord, C43, stated the quality issues discussed also impacted Assisted Living and Safe Harbor and she did not want those residents to be overlooked. Pam Barnette added that her goal was to re-open the Safe Harbor kitchen and dining area by February 12<sup>th</sup>, then she would re-open Skilled.*

*Stephanie O’Hara, A117, asked if anyone tasted the food before it was served. Brian said that Pam and Chad would develop a process.*

*Rebecca Rogers, A202, said that Q #12 was submitted by her and she did not feel it was answered. She said that the 2023 budget had a figure of \$2,275,151 for dining and she wanted to know how that money was being spent. Brian reiterated that the relationship is a pass through but committed to speaking with Springpoint finance team to work on this.*

*Sharon Hoover, A236, said that a number of residents, including herself, were concerned about sugar and diabetes and therefore were watchful about the number of consumed carbohydrates. She said that the sides were always two potatoes and she asked if this could be addressed. Pam Barnette answered that she will definitely be looking at the combinations of sides and will try to make some healthy alternatives.*

*Carol McWethy, C11, said that the side mirror used in the Teaching Kitchen demonstration needed to be a tilted side mirror. She said it was impossible to view what the chef was doing. Brian said that was a good idea.*

*Fran Tobin, C21, asked what the purpose of the Teaching Kitchen was. She asked how spring rolls improved meals. Brian replied that the purpose was socialization.*

*Claire Thomas, A115, said that on the Morrison Group web site there were descriptions of a range of dining options from fine dining to casual bar food. She wondered if The Moorings had been assigned a particular level of service. Brian replied that there was no one level assigned, but rather that Morrison could offer a variety of options and all were available for The Moorings.*

*Henry Hunt, C21, stated that Brian alludes to fine dining, but he felt that Morrison Group was more like cafeteria food.*

*Elsie Gould, C10, commented that residents here did not wish to be tricked by special events but were instead interested in daily consistency and quality.*

*Bunny Guerrin, A131, commented that she believed that the cost of food had increased quite a bit more than 6% and she suspected that price and budget may have influenced the lack of quality that The Moorings has experienced.*

*Don Smith, A107, reported that he had heard that dining was 1.2 million over budget. He wanted to know what impact that had on The Moorings. Brian answered that it was very little since The Moorings had run very close to budget. He said the overage was attributed to some communities in New Jersey.*

Brian thanked all the residents for sharing their feedback and promised that Morrison would continue to improve.