



CADBURY SENIOR LIFESTYLES, LEWES
AFTERNOON EXCHANGE
October 3, 2017

Carol Holzman, Executive Director, opened the meeting by welcoming everyone and thanking them for coming.

Carol advised residents that Chuck Rendulic, Director of Support Services, was out sick.

At that time, Carol asked Lauri Weeks, Director of Resident Services, to share some of the activities that are happening this month. Lauri said that next Friday, the 13th of October, we are having a special Happy Hour. The family of Maryann Iverson is hosting a Celebration of Life here during our Happy Hour. Everyone is invited and there will be invitations in everyone's mailbox. Residents will also have an opportunity to have new photos taken for the CALRA Directory. That will take place downstairs and information has already been distributed.

Lauri announced new residents moving in. She said that Mike and Diane Bair moved into Apt. #240. They will be completely moved in by the end of the month. Jeannette Lee is moving into Apt. #108 and she is also moving some items in and will be here permanently by the end of the month. Please welcome them and say "hello."

Saturday, October 21st, is the Heart Walk in Georgetown. We would like you all to join us. Registration is done through the Heart Walk website. Let Lauri know that you've registered. Transportation will be provided to Georgetown that morning; the bus will leave Cadbury at 7:30 am. Lauri said that we will have great representation at the event. The Cadbury Chorus is going to be singing at 8:45 am; Carol Holzman will be leading the warm-up exercise.

Beginning next week, there will be a large TV facing the Bistro that will have the new schedule for all IL daily activities.

Carol said that one thing Lauri didn't mention is that she will be sharing her experience of having a stroke when she was younger. She hopes all the residents will come.

The Independent Living census is currently at 116. We had 2 move-ins in September and we're expecting 3 move-ins in October. Things are moving along for Karen and we thank her for her hard work.

The Assisted Living Census is at 34 for an occupancy of 76%, which is up from 69% last month. We are taking some respite stays and working on helping those residents decide to stay on permanently.

Our Skilled census is low right now because the occupancy at the hospital is lower.

Carol said that for those residents that are interested in our Quaker philosophy, we are still members of FSA (Friends Services of the Aging). They are our membership organization for Quaker leadership, risk management with Peace Church Retention Group and they also provide our staff with peer groups. Springpoint will also give us that resource. Our Risk Management Insurance Program is going to continue through the year. The other organizations that are members of FSA are Quaker guided or run and are also Mennonite and Brethren directed.

As of 12:01 AM on Sunday, Cadbury became a Springpoint affiliate. Over the next few months we will be perfecting our processes with Springpoint. We're looking forward to this partnership with Springpoint to help us build our foundation, resources, and processes to make us a smooth running organization. We will also look to Springpoint to help us with our customer service. Carol said that David Woodward, Senior Vice President, is here to share in this celebration and to answer any questions that residents may have.

Our email addresses will change and we will be converting over to Springpoint's email format. Right now, the formula for our email is first initial and last name @cadbury.org. We will be changing to first initial followed by the last name @springpointsl.org. That stands for Springpoint Senior Living. As an example, Ruthanne Jacobs' email address would be rjacobs@springpointsl.org. Either email address will work at this point.

Carol reviewed one PMI she received and said that she has already taken care of it:

- Sometime ago I believe my treadmill exertions were steaming up the window in the upper left corner of the Fitness Room. The resident figured out it was the gas leaking in the window and not her exertion. The window needs to be replaced and Carol sent an email to Chuck to replace the window in the Fitness Room and also replace a window in the Dining Room that has a gas leak which causes the window to be cloudy.

Carol then opened the floor for questions/comments.

A resident asked if we could come up with some healthy options for residents to give to staff over the holidays. Carol said that she is going to put Ruthanne Jacobs, our Director of Nursing, and Jeff Smith, Director of Dining, in charge of this task. She added that we can also come up with some items that are not food.

Binky Tompkins asked if the mailing address will change. Carol replied that the address of our community will not change.

Ron Trupp asked if there is a new date for flu shots or is it still October 20th? Ruthanne confirmed that flu shots are scheduled to be administered on October 20th in the Wellness office starting at 9:00 am. The flu shot clinic was NOT listed on the activity calendar. It is,

however, listed on the TV channel and it will be posted as soon as we confirm the ending time.

Pat Cummings asked for a status of the WiFi in the building. Carol said that the WiFi works down the hallways to the 1st turn. It was originally set up to work just in the Community Building. The purpose was not to migrate out to the apartments, but that is part of our strategic plan, so it will be coming.

Carol said that she is inspired by Springpoint and believes it will take us places that we never would have gone if we were just Cadbury. We are going to have so much support. Sue Polyard was here from Accounting for two days. Nursing staff are here next week. We've got photographers coming the third week to take photographs of the community. Tomorrow, we have IT people coming to work on our infrastructure with our internet and servers. Carol said it makes her feel supported so that she can support all the residents. She doesn't have to worry about the back office.

Jane Bretnall asked if the billing for Skilled Nursing would still be coming from Cherry Hill. Carol said that it will not. Once we have time to transition, the process will be seamless from the Home Office.

Tom Lord asked if he or others would have an opportunity to take a tour to Springpoint's other facilities. Carol said that, with Cadbury, there are a total of 8 CCRCs. The other CCRCs are all over NJ, so there's not just one place to see and there are other opportunities to see those communities. If that's something we want to do, we can plan a field trip to one of them.

David explained that Springpoint's form of governance for residents includes trustees that participate on the Board at the Home Office and those meetings are typically held at the Home Office because it is a central location. However, there is a lot of collaboration and interaction between the trustees and some have visited the other communities. We welcome that and the communities are located geographically convenient. We seem to have a little more activity with that and have a lot of thoughts and ideas about programming and how we can continue to support that. David said he would like residents to see the campuses; they're beautiful. He thinks residents would like what they see. He also encouraged residents to take a look at the website: www.springpointsl.org. Visitors will see a very robust presence for the retirement communities and they will see pictures that talk about the amenities. Each campus is unique. Some have a city feel and some are high rises. The community in Red Bank, NJ has a view of the harbor. Another community is located on over 100 acres that has lakes and wildlife and is a nice compliment. He encouraged residents to take a look at the website and the Annual Report.

Mary Ann Jarvis asked if existing contracts will be assigned in the future to a new entity. Carol explained that the contracts will stay the way they are and won't change. The provider as defined in the contract is still Cadbury at Lewes, dba.

Ron Trupp asked if we're going to get a peek at the new logo someday. Carol said that right now, we don't have any information on changing the logo.

Ron asked if each of the CCRCs has their own Board of Directors. Carol said that Cadbury is the only CCRC that will have its own Board. She asked David to speak to that. David explained that other communities do not have a full, separate Board, but do have a Parent Board that is composed of committees of each of the disciplines of the organization in addition to the resident representation. As an example, they have a Finance Committee, and the Chair of the Finance Committee sits on the Board. They have a Medical Services Committee, they have Sales & Marketing, etc. Due to the size of the organization, it's not workable to have all those individual boards, so they have what they call a consent agenda. The business is conducted at the committee level. Carol and David have discussed and agreed to make sure they provide a written overview of how that works and make it available to residents to ensure transparency.

Kathy Holstrom said she understands that Cadbury will maintain their Board of Directors even though Springpoint doesn't, is that correct? David responded that is the case for the foreseeable future.

Sharon Hoover said that the Southern Quarter Philadelphia Yearly Meeting will be meeting in October and one of the questions that she is sure will be asked is if there will be Quakers on the Board as there was before. Carol said that at this time, there is one Quaker that serves on the Board. Sharon said that previously it was written into the bylaws. Carol explained that that requirement is gone now. She said that for the sense of the meeting, please let them know that the philosophies of our community are not changing. We're still making decisions in our meetings through consensus and we're still doing periods of silence at the beginning of our meetings and there are some that end with a period of silence.

Dick Cleaveland said he looked at the announcements page on Springpoint's website and didn't see anything about Cadbury at Lewes and the affiliation. David responded that there is a very defined way to announce the affiliation and it started with the CALRA President, who he met with yesterday. Today is the next piece of this. At the end of today, David will be messaging the marketing folks and the communications people that they have the authority to launch a public notice. We didn't want anyone to hear it elsewhere.

Vi Cribb said that in the Spring, residents were notified of the change in the monthly fees and asked if that will change to January when the fiscal year changes. David said that, yes, that will change. Springpoint's fiscal year is the calendar year and starts in January and ends in December. David said he is not totally familiar with Delaware's regulations and how we communicate rate changes, but we will honor whatever the requirement is. Carol added that in the past residents have been notified 30 days in advance. We will need to get the letters out by December 1st.

Tom Lord said that there had previously been some talk about a name change. Do we know now if we're keeping the name? Carol said that she doesn't have information about that. As soon as she has information she will let residents know. David said there has been no decision on a name change. They need to know the benefits and concerns associated with that. He added that another piece of that is that we have a Board and governance here that would have to be involved in the conversations if that is the path they are going to go down. They are aware that it is a big deal.

Jane Lord asked if a name change would be an administrative decision or a Board decision. David responded that it would not be a Board decision. The Board is a governing Board and they provide governance, but do not provide operational guidance. There is a member of the Cadbury Board that will be joining the Parent Board. Her name is Barbara Kreider and she is a Quaker. She was the Board Chair of Cadbury Senior Services.

Gil Kaufman said that the residents feel very strongly about the name Cadbury and the association with Lewes being a fine place to live. Both of those words are important and should be incorporated somehow if there is a name change.

A resident asked what the pros and cons are of changing the name. David said he feels that the Cadbury at Lewes name has a tremendous brand to it. It's positive, viewed favorably in the market and Springpoint thinks it is a good thing. There is an organization in NJ that holds the same name, called Premier Cadbury. We are a NJ organization, and now a DE organization, and they need to define if there is any question as to whom we are and that we do not get affiliated with that organization.

Dick Cleaveland said that at a previous meeting he made a suggestion about having an organization chart produced that showed the relationships between the executives and the Springpoint Board and the Cadbury Board and the Cadbury executives. He said that would help to answer some questions. Carol asked him what type of questions would be answered by providing that. Dick asked who can fire Carol and who is in charge operationally since the affiliation. Dick said that not only the residents deserve a chart, but Carol deserves it too. David said that Carol is the Executive Director of the Community now and she will continue to be. Even though he is technically her supervisor, his job is to provide support to her, provide her with somebody to talk to when she has a questions, and make sure the Home Office is supporting her needs and the community. He is the conduit between Springpoint and the Community. He views that as his major function; to ensure that all the folks in the Home Office understand that Carol and the residents here are the customers and their role is to support what they do here. Carol is ultimately a customer and David's job is to make her successful. He is the face of Springpoint.

Jane Lord said that the decision making process is murky. Residents are used to Board decisions of policy. David explained that Carol has the day-to-day responsibility of making sure we're doing the right thing; that we're managing the business well, providing good care, protecting the brand, and living up to the promises that were made to the residents. Strategy and things like that will come out of the Home Office. David said he doesn't have a lot of knowledge of how it used to work, but basically Cadbury Senior Lifestyles' management company has ceased to manage Cadbury at Lewes and now Springpoint will be managing it. Carol's authority is the same and that's not going to change. Big decisions will be collaborated on such as personnel decisions, major programming and large purchases. David said that we have lots of charts – finance charts, organizational charts, legal charts, etc. He will leave with Carol what will show the relationship between Cadbury at Lewes and the Home Office.

Nancy Krail said that Cadbury at Lewes is a non-profit organization and asked if the Springpoint communities are non-profit. David said that all of Springpoint is not-for-profit.

Sharon Hoover said that one of the issues that has come up over and over again at the Wellness Committee meetings is how much coverage we have in the Wellness Center; how much time the doctor is here and available. The Wellness Committee has questions and doesn't know how to proceed with them about the doctor availability. Does the Committee go through Carol or through Springpoint to make a decision? Carol said that we don't have answers on that right now. David said that Carol will take the question and bring it to him. It's his job to understand where we need to get to please the customers. Springpoint does not employ physicians, they have Medical Directors. Linda Rose has some expertise in that. No clinic in Springpoint breaks even; they're all loss leaders. They consider that to be a part of the monthly service fee. The question becomes how much of a loss are you comfortable with. The greater the expansion of hours, the greater the loss will be. If there is a lot of demand for that, it may be the right thing to do. Springpoint has a large body of work in analytics that will help us arrive at a reasonable solution. We will compare to our other communities and see how that unfolds. David said that he will participate in committees if he needs too, if there is a hot topic that residents are not satisfied with and wish to discuss.

Bunny Guerrin said that she doesn't want to get into sensitive territory, but by suggesting that anything Carol asks goes on to David, it seems Carol is the pickle in the middle. She thinks, indeed, that most things Carol should be able to deal with because she is the executive here. David said over the last few months, he and Carol have gotten to know each other a little bit and most of the time when she brings a question to him, the answer goes back to her of what she thinks; what are the pros and cons? Carol said that it's a leader-leader situation as opposed to a leader-follower. She said that David inspires her to be a leader and not to follow him.

Tom Lord asked if Vic still has a role in the whole organization. David said not with respect to Lewes' management, operation or guidance. Vic has a wonderful gift and brought Cadbury at Lewes to reality. Vic's relationship as Carol's supervisor has ended and David has assumed that role.

Someone asked if Cadbury at Home still exists. David said that it absolutely exists and Springpoint believes Cadbury at Home is a wonderful product. They are excited to be participating in it and anticipate being able to grow it. One of the reasons it has grown and is successful is its affiliation with this community. Cecily Laidman is still in charge and she reports to David. A resident asked if they will continue to have offices here. David said yes, for at least the foreseeable future. If something changes, we'll revisit that. A resident said that some residents would like the space back. David responded that nothing is forever and we will figure it out and make the right decisions. There are a lot of decisions to make. Most importantly, we're going to make sure we're giving Carol the support she needs to ensure that residents have great, quality care, making sure that people feel good about what we're doing here. David said he doesn't want anyone leaving this room feeling like this is a bad thing for them. He wants residents to tell their friends that Springpoint is a good organization. He knows that that needs to be earned and is not asking for that today. Resident referrals are the best source of move-ins for any senior living organization and that has to be earned. It gets earned by giving great services, treating people well, operating with transparency. That's our plan.

Another resident asked if all of the Springpoint facilities have the same dining policy and might ours change? David said that he thinks the future of dining is a little bit different than

what we are currently doing here and it may be a little bit different than what we're doing in our other communities. It is his opinion that we need to migrate to a more flexible program across all of the communities. We are in the process of sorting through that and working out what that should look like. We want to make sure we offer more flexibility and more choices, and that it doesn't result in higher monthly service fees. We will be very careful in how we do that but he believes flexibility is what people want. We are a large organization and it would be a mistake to flip the switch and just have everybody change. Dining Services is the only department that touches just about every resident every day. When people talk about retirement living, one of the questions they ask is "How is the food?" It's really good and it's going to get better.

David said he is excited to finally be here. We're going to earn people's trust and he will remain available to them. He will stand and deal with issues as they occur. Carol is the Executive Director and he thinks she is really good at what she does. She's one of the strongest Executive Director's they have in the organization. The difference now is that she'll have a bunch of people standing behind her, helping her. Those people are with Springpoint and not outside consultants. David said he looks forward to the holidays and enjoys coming to Lewes.

Gil Kaufman commented that he's had the good fortune to spend more time with our new leader than most of the rest of the residents and everything he's heard and learned about Springpoint through this communication has convinced him that this is going to be a good thing and we'll see benefits in many of the areas that we talked about today. Gil thanked David for being here.

At that time, Carol told everyone she appreciated all the questions and thanked the residents again for coming. She urged them to stop by her office if they have anything they wish to share regarding the affiliation. She told everyone to have a good night and the meeting was ended.

Barbara White, Recorder
10/17/17