



**CADBURY AT LEWES
AFTERNOON EXCHANGE
November 7, 2017**

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

Chuck Rendulic, Director of Support Services, provided an update on his areas.

Work orders received for September totaled 158. All have been completed and 86% were completed within 24 hours. With respect to the grounds, Maintenance is blowing out the irrigation lines, continues to trim bushes, clean up the beds and they are planting some bulbs. Chuck said that they took out some of the ugly shrubs around the West Wing Pond area and replaced them with Knock Out roses along with some other items. He expects they will have to cut the grass one or two more times this season. Then, they will take the mowers offsite and bring the snow blowers on property. The snow plow contracts are the same as what we've done in the past.

Chuck reminded cottage residents that recyclable trash is picked up on Mondays. Items must be in a clear bag or else they will go in with regular trash on Thursdays.

Most of the siding that was torn on the cottages has been replaced and the guys are now working on the East Wing main building. They are also working on renovating some units for new residents.

Kathy Holstrom said that some of the little dogs are escaping through the fence in the dog walk area. Maryanne Jarvis said there is also a low area under the gate. Chuck said he would take a look at it. They may have to put a different type of fence in. It was also learned that several dogs got sick after the grass was treated with something. Carol apologized and said that next time we will give at least a week's notice to residents that the grass will be treated.

Lauri Weeks, Director of Resident Services, announced that the Resident Craft Fair will take place on Friday, November 17th. There will be a special Happy Hour and crafts will be displayed through the 29th of December.

At the end of this month, there is a bus trip to Winterfest at Cape Henlopen State Park. There is already a wait list so we'll probably have a second bus to go on the same day. Lauri will email out a note and post a notice.

Lauri said she was asked to speak about the File of Life folders. She explained that residents should have them as they are helpful for the RN's when they come to your homes or if you go out to the hospital, the responders will have access to some basic health information and medications. Residents may hide them on the side of the refrigerator. Lauri advised

residents to drop off their completed forms to the Front Desk and she will make multiple copies. Residents can keep the original and will have extra sets when needed for someone.

Mildred Wiedmann asked if there will be a different date for seeing the holiday lights. If so, don't make it on a Monday. Lauri said she will schedule another date in December.

Lauri announced that Wil Walton (former groundskeeper) has joined the Activity Staff as the Activity Coordinator for Assisted Living and Safe Harbor and she is thrilled to have Wil as part of the team.

Carol acknowledged that David Woodward, Senior Vice President of Operations, was in attendance to provide an update on the affiliation since October, but she has a few other things to cover and will review some PMI's first.

Carol announced that Alice Lux has re-joined the community as Human Resources Manager. She explained that Alice worked for Cadbury for 7 years and about a year ago her position was eliminated. Fortunately, with the affiliation with Springpoint, the position was recreated and we hired Alice back.

Last month, we talked about the Heart Walk for the American Heart Association. Bayhealth Hospital raised the most money with \$46,133 and Cadbury came in second with \$8,171. We had extraordinary group participation and Carol thanked everyone for their generosity and time for a well-known cause. Carol is the Board Chair for next year's Walk.

The Independent Living census is just shy of 90%. We have 3 move-ins scheduled in November, so we'll be over 90%. Assisted Living's census is 73%. There is 1 move-in scheduled for November. With the addition of Wil Walton, our programming will get a jump start in Assisted Living and make it attractive for people coming in from the outside the community. In addition our current residents will benefit. The Skilled census is at 93% and people are constantly moving in and out of the community. Our goal is to get people in and then get them home as soon as possible.

There is some competition in our environment with Vantage Point. They are building a community in Rehoboth and another is planned for Kings Highway on 16 acres. On the King's Highways side will be assisted living and on the Savannah Road side will be medical offices. Schell Brothers is developing it. In Rehoboth there will be a 55+ community and assisted living. As a result, we are looking to make some changes to our community and will do so quickly. We will be replacing carpet in the front entrance and out to the East and West Wings to the first double doors, as well as the area past Marketing and Dining, past the loading dock to Chuck's office. Carol said that she will put together a presentation for residents. The idea is to create area rugs in transition areas. We have lots of different patterns. We are replacing the carpet in the Chart Room and getting new flooring in the Bistro. All work should be done by the end of January, after the holidays.

Our server, managed by our previous IT company, became infected with malware. Springpoint was onsite to move our current documents over to the new Springpoint server and once they got into the system they found the malware. Malware is a virus that infected almost every document. Springpoint saved us. Over a period of three days, they brought us back to a clean copy of our system.

Carol reviewed PMI's she had received:

- In my opinion, the ad in the Clear Space Program does not convey a favorable image of Cadbury. Carol said that the ad was old and the Springpoint Home Office is helping us with a new ad campaign.
- Has the policy changed for long term guests and acquisition of new pets? If so, will the Resident Handbook be updated? Carol said that the policy has not been changed and the policy states that guests are permitted for a 2 week period twice a year – every six months. Being in a resort area, we don't want people staying for the entire summer.
- With respect to pets, residents should be mindful that new pets need to be approved by the Executive Director. Residents need to bring it to the attention of the Director of Resident Services first, and then Carol needs to approve.
- The vents in the Living Room pour out frigid air on ¼ of the room, causing extreme discomfort to a whole table of bridge players. Vent covers were added to redirect the air flow. It was learned that Adele Trout fixed four of the vents and it is much better now. Thelma Maxey said there is still one cold spot on one end of the room. Carol said that we'll keep tabs on it.
- Several people want all resident pictures and where they are located so we can send cards, flowers, etc. Carol said we don't post that information. We want to respect the resident's privacy first.
- The cottage numbers should be visible either under the porch lights or painted on the curb. Carol will ask Chuck to take a look at them. Elsie Gould said it would be better if the cottage numbers were larger and posted above the garage doors.
- The condition of the pool is not acceptable. There were some insects on the deck. Also, the non-slip mats weren't there. Carol said we will ensure the pool area is cleaned regularly.
- September's catch-up shrub pruning left many bushes with flat tops, contrary to good horticulture practices. Carol said that we will take a look at the pruning process and adjust accordingly.
- Housekeeping is not dusting the legs of furniture and not cleaning the corners of floors, etc. Carol said that the PMI was just received today and she will give the information to Shar to make any possible adjustments to their cleaning practice.
- Coming up from the West Wing on the 1st floor are two white spots on the wall that were never repainted to match the wall. There are just past Apt. #120 and have been there for months. Carol will have Chuck take care of this.
- Last month, we received a PMI about someone walking on the treadmill who thought she was sweating so hard that the windows were fogging up. It turns out that the gas had leaked in the window. There was also one in the Dining Room. The windows have been replaced. The person submitted another PMI that the "pane" is gone! Someone said that some cottages have windows where the gas has leaked, causing it to be foggy. Carol advised residents to make a list and let Alan know about them.

Carol then opened the floor for questions/comments.

Bunny Guerrin said that a week or two ago photographers were here and were accompanied by Springpoint people. She wasn't here but heard many complaints that they were rude and

abrupt. Carol apologized and said this was not their intention. One gentleman was a contractor and not a Springpoint employee. Kathy Holstrom said that a woman came up to her and said they needed to empty the Bistro and that all residents had to go to the Living Room. They never came back to tell residents they were done. Carol apologized for their behavior and does not want that to happen again and we will watch for it and make sure they take residents' feelings into consideration.

Jane Bretnall said that one of the handrails is loose in the pool. The cement around it is cracked. Carol will have Chuck take a look at it.

Jim McMullen said that he has heard instances that residents have some minor maintenance issues. Can we just call them into Alan rather than taking the time at the meeting here? Carol instructed resident to call Alan at 644-6388 when they have a maintenance issue.

Barbara Reed asked if there's been any progress on the automatic door situation on the West Wing. Carol advised that we are waiting for a proposal from the contractor, but we will be moving forward with it.

Someone said they heard about the possibility of having a bike shed in the future. Carol said that we will look at that when we build a shed on the new land and will include a lean too for bicycles.

Carol then invited David Woodward to speak about the progress of the affiliation with Springpoint.

David started by offering an apology to residents that were disrupted by the photographers. He said he is available to speak with any residents after the meeting.

David reinforced the Mission and Vision and Values. He explained that many people from the Home Office have visited. Much of the work happens behind the scenes. They want to make sure the employees get paid, their benefits continue, that they have access to our information and tools, and that we continue to communicate effectively.

Health Services is led by Linda Rose. Clare Polatschek has been here 2-3 days every week and helping the team get oriented and ensuring they have access to the tools they need to continue to provide high quality healthcare. David explained that Springpoint uses the same platform for Electronic Health Records. There are some small differences that have been discovered since we started the transition, but VISION is the face of the application. Eileen D'Amico runs the clinical IT systems and has been on site. Springpoint supports the electronic medical record now versus Cadbury paying a third party for support. Extensive training will start on November 20th and on or about December 8th, the system will be fully implemented.

Springpoint has policies and procedures in place that Cadbury can use as guidelines. The Federal Government is mandating all facilities to have a Quality Assurance Performance Improvement plan in process. A facility assessment has to be done. Carol and her team are working very hard on it. If it is not done in time and to standard, they will fine facilities for that. It's underway and really on track.

David Wean, VP of Facilities & Asset Management, has been here. He is aware of the competition moving in and we need to respond. As beautiful as Cadbury is, it will not look new when compared to a new facility. Some of the project work is to replace the awnings at the front door and in Health Care. The one in Health Care will be changed so that people will be able to drive vehicles under it and stay out of the weather. We will be replacing the carpet in certain areas and are changing the floor in the Bistro. We are looking at new lighting in the Dining Room and will replace the furniture in the Assisted Living/Safe Harbor lobby. We will evaluate the safety and emergency response systems. We plan to purchase a steam table in Assisted Living. David added that things will happen quickly – before the end of January.

David said that Tracy Mido, the HR executive, has been to the property a few times and will be here weekly for the next month or two to work with and support Alice. Maria Talbot is the Benefits Coordinator. Tracy has had meetings with Cadbury leadership to talk about benefits policies and our plan going forward. There are more employee meetings scheduled for the 13th and 14th.

David reviewed names of key people in Finance and Accounting Team. Mary Beth Kopec is the VP of Finance and Accounting and David views her as the Business Manager for Springpoint. Garrett Midgett is the CFO. He is our “banker” who controls the enterprises funds and makes all the big decisions. Some folks from Mary Beth’s team have been present: Sue Polyard, Operations Manager. Sue mostly deals with Accounts Receivable. Stephanie Perrin, Accounting Supervisor, and Brian Ciambrone, the Accountant which has been assigned to this particular community came down to meet the team. Michelle Moss, Purchasing Manager, was here as well as Jayne Fennimore who does our payroll and vendor management. Some of the things that the team has started on and made great progress on are accounts payable and purchasing. He explained that we have an automated purchasing platform. Approvals are done electronically to minimize the amount of paper. David said there are many group purchasing agreements already in place and Cadbury is joining those agreements.

Sue Polyard was doing the onsite review. We have a good process for billing and did see some opportunities in how we bill here. We’re working on that to make sure that residents get accurate bills and in a timely manner. The general accounting process of using new numbers is well underway.

As Carol mentioned, IT has been onsite and handled the network conversion. Ray Leenig, VP of IT, Joe Chaty, Gail Kwiatkowski and Alan Chin were here. The servers are the brain of the operation and there were some problems with them. The goal is to physically relocate them but they could not do that until they reset them and turned the clock back with it for a day or period before whatever came in and they did that. Hardware is important too. When they saw that some things were going to work properly, they were here to switch it out. There is a Help Desk that is available 24/7.

The Sales and Marketing folks spent some time here. They’re really good at what they do. Pam Smith is the Senior VP of Sales of Marketing. She also does strategy and looks at market conditions to make sure we’re offering what we think is in demand. Julia Zauner is our Digital Communications Manager and Karen Lyons is our Production Manager. These are just 3 large buckets. Everything we know about lead generation starts with an Internet search. The current website and web page we are using needs some improvement. So, we

have started working on that process. The name of the company that was here is Link Media 360. They were here with some of our folks to get pictures and talked with some residents to ensure they understood what the community is all about to develop the webpage. The system that we use now for customer relationship management is REPS. REPS is an inventory based system. We will be converting the community to a product called Enquire. It's a fantastic organization to work with. They have a very robust system for evaluating people that go on to the web page. They have an algorithm to identify how long someone is on the web page, how long they looked at it, how many times they've been on the web page, etc. We start gathering information and forming an opinion if they are really interested in what we're doing or are they just surfing the web. We assign a lead score to them and that score helps us understand who it is that's looking at us, and potentially what their interest is. Are they looking at our floor plans, amenities, location, etc. That helps us understand so that we're more responsive to them. We also have a pay per click campaign. If we get a lead from another party, we're going to pay them for that. As they get deeper into that webpage, they'll make just a little bit more. It's not a lot of money but that is the industry term and industry standard for pulling those leads in. We're doing content strategy, online visibility. We're going to create a standalone Facebook page. It will be an opportunity for testimonials and visuals. We're going to pull you into a relationship that Springpoint has called Reputation.com. These folks scan the internet for reviews or any time the name of the community is mentioned on the Internet. It tells us what's going on with that and helps us manage that. We then create a strategy if there's something on there that may be inaccurate or any other information that requires attention.

Healthcare is the most regulated areas in the industry, but Sales and Marketing is the most studied. There's a lot of information. David is excited about the website and excited about some of the work that is already underway.

Most of the work has been behind the scenes, making sure the people and vendors get paid and the billing is accurate.

David asked the residents if they had any questions.

Tom Lord asked if there will be an increase in the monthly fees. David said that in looking at Cadbury's history over the last 5 years, Cadbury's rate increases have been higher than what Springpoint typically does. When they look at fee increases on an annual basis, 3% is where they try and hold the line. They still need to gather some additional information, but the rate increase will be 3% or less.

Bunny Guerrin said that Cadbury has a reputation for having a very good Physical Therapy department. She said that we don't have any therapies for people with poor eyesight or hearing. With the emphasis on communication and sociability, for some of us the fear of becoming isolated by hearing or vision losses is even more frightening than the possibility of being lame. We have had a lip reading course that was very popular. Does Springpoint have those strategies available? Might it make us more competitive if we did? David said that he's not aware of any defined programs that Springpoint has. They do have a brain health program that's in the same vein, but he will bring up the subject to Linda Rose and ask what her thoughts are.

Dick Kauffman said that Safe Harbor has a very low census and asked if Springpoint has anything to offer in terms of an attractive program for memory impaired persons. David spoke about the Connections program which is a Springpoint trademark program. They partner with an organization called Good News Consulting to help us and advise and provide training on that. In addition, they have an e-learning platform for competency based training for folks that have memory impairment. From a programming perspective, we have that and will definitely be implementing that here. David said that we do have an opportunity with updating the furniture and amenities will help bring up the census. It is definitely an area of focus.

Elsie Gould said that the fiscal year is changing to January. Will the rate increase be effective the 1st of January? Yes. David said the plan is to lower the amount of the increase to an amount that is commensurate with what it would have been if we would have waited. There will be a little bit of a prepayment for 3 months and then it will revert lower. At the end of the year, you'll see the benefit of that. David said that he knows that is a big deal. David said that he recognizes that names and money are big deals. We will coordinate resident governance and how we communicate that. We'll work through that process and provide a presentation on it.

Elsie added that she would like to propose a show of hands as to how many came to Cadbury because of what they saw on the web page. David said that today is very different from 5 years ago as to where leads come from. We track who responds to our outreach by what we send out. We have special phone numbers we use so we know who will respond to our mailers or advertising, resident referrals and our web presence. Our marketing folks have done a tremendous amount of work to identify what source of leads are the most effective to get a move in. Over time, the direct mailing effectiveness has come down and the web presence has come up. It's his opinion that we're seeing that continue and we will invest our resources where we think they are most effective in getting people to come and look at the building and move in. David asked residents to raise their hand if they came to Cadbury as a result of an Internet search. There were a few residents that raised their hands. He said that if there is an interest for additional information, he will get some data for Carol to present.

Mildred Wiedmann said that the upgrades are nice but a big factor in competition is the difference in the financial picture. They have no entrance fees. David said it is our problem to solve. The competition is offering a rental product. There are some benefits to an entrance fee product. We do have training for our sales team to speak to that. The competition won't have the non-profit difference. We don't have shareholders. If there's an operating surplus at the end of the year, it goes on the balance sheet and is used to fund improvement to the community.

Nancy Krail said that we used to get a letter at the end of the year from the financial offices that provided us with a figure we could use for tax deduction for medical expenses, we will still get one? David said that residents will receive a similar letter.

Pat Cummings asked if there will be any change in menus. David acknowledged that food and beverage is an important part of resident satisfaction. Most complaints he gets about food in the communities are about the temperature of the food. He added that we are buying food from people that sell food to restaurants.

Someone asked if the cost of meals will stay the same. David said that we have a unique program here. We will be bringing in a Point of Sale (POS) system, Horizon, but we need to understand it better first.

Maryanne Jarvis asked if we're moving ahead with the Cadbury name as our entity for advertising. David said he sees the value both ways. If it is changed, we will make sure the collateral speaks to the culture.

At that time, David thanked everyone for listening and said he's available to speak with anyone regarding the conduct of the team, and the meeting was ended.

Barbara White, Recorder
11/15/17