



**CADBURY AT LEWES
AFTERNOON EXCHANGE
December 5, 2017**

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

She announced that we have some equipment to trial. She found it at the LeadingAge annual meeting and tradeshow. The system is called EverSound and consists of a lapel microphone for the speaker to wear and headsets are available for residents to wear so they may hear the speaker better so the background noise is blocked out. A handful of residents were asked to wear them and provide feedback after the meeting.

Carol said that last month we held an awards dinner celebrating employees' 1, 5 and 10 year anniversaries. She invited the 10 year recipients to the Afternoon Exchange, but many could not attend. Carol read the names of those employees with 10 years of service to Cadbury: Todd Diener, Kevin Fountain, Jane Hannon, Carol Holzman, Angelina Jones, Darlene Lapham, Charlie Olivere, Barbara Palias, Chuck Rendulic, Tim Wegemer and Carl Wright.

Carol then asked Chuck Rendulic, Director of Support Services, to provide an update on his areas. Chuck gave a special thanks to the many 10 year residents that we have.

Work orders received for October totaled 171. All have been completed and 84% were completed within 24 hours. With respect to the grounds, Maintenance is finishing with the Christmas decorations today and then will continue with trimming, edging and cleaning up the beds. They will cut the ornamental grasses after the holidays. Chuck said that the mowers have been moved offsite and they brought back the snow blowers. They are prepared and ready to go when the snow comes.

Chuck said that we have two holidays coming up and will need to re-schedule resident's housekeeping. Please be as open as possible in rescheduling. Fortunately, we have some new housekeepers to help out.

Maintenance has had a lot of calls for clogged drains. Chuck reminded residents that garbage disposals are really just for scraps. Residents should not put potato peelings or whole plates of food in them. Please use them in the true manner they were intended, for just small scraps.

Chuck said that trash pickup is another item that will be affected by the holidays. We have two holidays on Mondays (Christmas Day and New Year's Day) so the recyclable trash for cottage residents will be picked up on Tuesdays. He said that a notice will be distributed.

On January 8th, residents can have electronics picked up for recycling. Residents should call Alan at 644-6388 and let him know what items need to be picked up. Thelma Maxey asked

if we could recycle batteries. Chuck advised that they can be picked up with electronics. Kathy Holstrom said that there is a place in the apartment trash rooms to leave batteries for recycling. There is a box in the trash room in the East and West Wings.

Don Wiedman asked what time they were setting up for the employee luncheon. Is there exercise class tomorrow? Lauri Weeks explained that there will be an employee luncheon in the auditorium tomorrow. They will be setting up early, so there will be no exercise classes. The aquatics class will be at the normal time.

Carol then asked Lauri Weeks, Director of Resident Services, to give us an update on upcoming events. Lauri said, on Friday at 3:00 pm, there will be a Happy Hour and White Elephant Party in the Bistro. Residents should come with an unwanted, (the wackier or odder, the better!) wrapped gift and their patience. She encouraged residents to wear a holiday sweater.

Elsie Gould said that this Thursday at 2:00 pm, they are showing the opera, "die Fledermaus" in the auditorium. All residents are invited to attend.

Lauri said that the Lights of Love celebration will take place on Tuesday, December 12th at 4:30 pm in the Bistro. There will be a large assortment of food, the trees are up and decorated, and it's a very meaningful event. We are still taking orders for tree ornaments to be hung in honor of or in memory of loved ones. The annual crystal ornament dated 2017 is also still available for sale. They can be purchased up to the time of the event if supplies are available. Forms are available at the Concierge desk.

On December 13th, there is a bus trip to the Cape Henlopen High School to see the chorus and band holiday concert. The bus leaves Cadbury at 6:30 pm. On December 17th, the Cadbury Chorus will present their Christmas Concert in the auditorium.

Residents may travel to Wilmington on Wednesday, December 20th to visit Winterthur to see the holiday celebration yuletide. We will tour Henry Francis DuPont's former home, decorated with sparking holiday displays including the majestic dried flower tree, the royally inspired tree design, and 18 room doll house. The cost is \$20 and residents may sign up at the Concierge desk.

Lauri will be hosting Coffee & Carols in the Bistro on December 21st at 10:00 am. The high school choir is coming over to do an impromptu concert for us. There will be hot chocolate, coffee and sweet treats will be available. This was not on the monthly calendar, but notices will be distributed.

Lauri is working to have a second bus available to see the Winter Wonderfest of Lights on December 16th. She's trying to get a driver.

Binky asked if bus service would be available for cottage residents for Lights of Love. Lauri said she will make sure residents are picked up.

Nancy Krail said that, as in years past, Jeff Smith provides a nice meal in the Bistro at 12:00 pm on Christmas Day. At 1:00 pm, residents are invited to sing carols in the Bistro.

Sharon Hoover added that the Recorders Group is providing a concert in Assisted Living on December 12th at 2:00pm. Residents are welcome to attend.

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

Carol said that Ruthanne had planned to attend the meeting to talk about calling 911. She just wanted to reiterate that if you are having a health emergency, call 911 first. That is the fastest way to get help.

The census for Independent Living is currently at 92%. The census in Assisted Living is 76% today, but someone is moving in on Thursday, so it will go up to 77%. The Skilled Unit census is at 93%. The numbers are stronger than they have been the past few months. A big thank you goes out to Karen for her hard work.

Carol said that a lot of money is donated by the residents to give to the hourly employees and it is really appreciated. We have a luncheon for the employees prior to the resident Employee Appreciation. She knows that residents want to give gifts to employees, but Cadbury discourages residents giving monetary gifts to employees other than as part of Employee Appreciation. Residents can give employees cookies, candy, and other foods. She said that it puts the employees at risk asking them to accept money.

As an update to the transition with Springpoint, we have converted our Electronic Medical Record (EMR) processes to Springpoint's. We have the same EMR system, but the processes were different. Three Springpoint employees, Brian, Eileen and Linda, were here for a week and a half and they worked very long hours to help us with the conversion. The senior leaders have also been working with payroll specialists to learn a new electronic payroll system called Day Force. It is more user-friendly and allows us to run various reports and metrics. We are going live with this system at the end of the month and our first paycheck with Dayforce will be in January.

We had our first Board Meeting last week with Springpoint officers. Residents Gil Kaufman and Curt Christensen attended. Barb Kreider who was the Board Chair for Senior Services is on the Board and she will be bringing the Quaker influence to those meetings. Be assured that our Quaker celebration is not ending.

We are purchasing a steam table for the Assisted Living kitchen to ensure more consistent food temperatures.

We will be distributing new name badges for employees. Lauri is working to put them together with her team. They are more hospitality oriented and less institutional looking. We are doing away with pictures. The first name of the employee will appear larger than the last name, so it will be easier to read. We are looking to be a more customer service oriented organization. The 2017 Annual Fund banner on Carol's badge indicates a donation to the Resident Reserve Fund. Employees are now able to donate as little as \$1 per paycheck. The goal is to have lots of employees earn that banner and get recognition that they have donated to the Resident Reserve Fund. Tom Lord asked if residents need to wear their name tags.

Carol said that it helps new residents get to know each other, but it's not required. Name badges are required for staff, especially in health care. The State will cite us on that.

PMIs:

- With early, dark evenings, it is evident how dark and unlit it is at the front entrance when walking in from Visitor Parking. To add to the problem, you get blinded by the light on the flag. There are solar lights on the walkway, but they are not lit. Chuck said he has a plan for that.
- The soda machine has been out of service for several weeks and the sodas have been warm for a month. Jeff has called and this has been fixed.
- The pool is in bad condition. Please repair ASAP. Carol explained that the tiles were soiled along the water line. Carol said that Chuck's team went in and cleaned off the tiles of the bromine residue. She added that at the last meeting someone reported that the railing was loose. She said it is set in concrete and secure.
- Cottage numbers need to be eliminated or painted on the curb. Carol explained that the State of Delaware and Fire Department uses the 5 digit number on the mailboxes and that residents should give that number to visitors and family members outside the community. We can use cottage numbers within the community. A map of the community is in the Resident Handbook. Fran Tobin said that at night the numbers light up better. They would be better under the porch light, rather than on the garage. Carol said we can move them to wherever we want to, but there will be a cost associated.
- The carpeting is a reflection of how we present ourselves. Carol said that we want to present ourselves in all parts of the community. We know that the carpet needs to be replaced throughout the community. The priority is the Loading Dock area and the Concierge desk. We're doing the Dining Room as well and the halls up to the East and West Wings. Safe Harbor needs to be done in the near future because the pattern in the carpet has an effect on residents with Dementia. Because of the pattern in the carpet, they think they see items on the floor and try to bend down and pick them up. They are at risk for falling and losing their balance.
- Is it possible to establish a regular schedule for cleaning our dryer hoses for cottage residents? Carol said that we first need to make sure that the dryer is working properly. We will discuss this at the next Building & Property Committee meeting. Sharon Hoover said she has to turn hers up another ½ hour every week or so. Carol suggested she call Maintenance to take a look at it.

Carol then opened the floor for questions and comments.

Elsie Gould said that at the last Afternoon Exchange some upgrades were explained. It is planned to replace the floor in the Bistro, but it is only a few years old. Why is it not satisfactory? Carol explained that it doesn't fit with the whole plan. We need to keep the community spiffy because of outside competition. The new floor for the Bistro will look like tile and has a patio look to it. The floor we have now is shiny and doesn't show well when it's dirty. Dick Cleaveland asked how much the new floor costs. Carol said the cost has not yet been discussed. We have received quotes, but nothing has been approved. Nancy Krail asked if the Bistro floor will remain the same size. Carol said it will be the same size.

Tom Lord asked about the status of replacing the awning in the back of the building. Carol said that we're working on the front of the building first. The awning is thinning very quickly, so we're changing that first. We are also extending the awning in Assisted Living to allow for cars to drive under it, like in Independent Living.

Carol then invited David Woodward to speak about the Cadbury name and brand.

David said that there have been lots of questions about a name change. He will show some examples and talk residents through the right path. He knows it is a sensitive topic and he is willing to stay as long as necessary to answer everyone's questions.

The presentation started with the Mission and Vision which has not changed. The Values have also not changed. He will talk about the use of the Cadbury name and logo, internet searches, customer feedback, regulatory compliance and on-line reputation management.

Then, he showed a slide displaying the Cadbury Cherry Hill sign which is located on the side entrance and a larger sign is located at the front entrance. The logo is exactly as it was prior to the sale of Cherry Hill. Since the sale, Premier has added their name in small letters. This sign is very similar to the entrance sign in Lewes and the logo is the same. He showed a picture of a flat screen monitor which is outside the dining area. There is no mention of Premier and the screen shows Welcome to Cadbury Cherry Hill. David said that we don't want to be confused with or affiliated with Premier Cadbury in Cherry Hill.

David explained that, in general, 80% of on-line searches begin with Google. 50% of our leads come from on-line searches. In looking at those searches, we are associated with Cadbury at Lewes, Premier Cadbury, and Cadbury at Home.

David reviewed results of a number of different searches that were done. For example, when searching for a CCRC, Cadbury Cherry Hill (Premier) appears in the second position, Cadbury at Lewes is listed third, and Cadbury at Home is listed first. That is an issue for us. When a new search is done for Cadbury Senior Living, Cadbury at Home is listed first, followed by Cadbury at Lewes and then Premier Cadbury is third.

When we search Cadbury Senior Living, you will see a Premier Cadbury link to U.S. nursing home reviews which shows a 2-star rating. If you click on that listing, you can see that U.S. News and World Report ranked Premier Cadbury below average. The connection should be made that because the Cadbury brand name is not clearly distinguished between Premier and Lewes, consumers may assume that all Cadbury entities are related and that the negative reviews reflect on the service offered at Cadbury at Lewes.

The next slide showed a screen shot from the Nursing Home Compare website. If a consumer is shopping for a skilled care center, and you take a look at Premier Cadbury, you will see that it is rated as a 1-star facility. That is a big deal for us also. The issue is that we have someone using the name and the logo and those folks have some reputation issues that are developing. There is confusion between that organization as well as the Cadbury at Home product and the Lewes product.

Tom Lord commented that when you walk in the front door here, at the Concierge desk there is a plaque that speaks to the nursing home rating here. David said that is not the same organization as Nursing Home Compare.

Dick Kauffman asked what our rating is. David said we are rated at 4-stars today. All the other Springpoint nursing homes are rated 5-stars, which is the highest. The expectation is to get all communities to a 5-star rating. There will be surveys that make it go up and down; there will be events that will impact on that survey and you will have great care. The indicators measured are quality of care, quality of food, amenities and price. We believe it is important to compete on all those fronts.

Elsie Gould said there's a consideration of location. If you want to live in New Jersey, then you would be affected by Cadbury at Cherry Hill. If you want to live in Delaware, that's a different story too.

Carol said she has received several phone calls from organizations reaching out to her stating there is a problem with the reputation at Cadbury Cherry Hill and how would she like to fix it. Would she like to contract with that organization to help us fix the reputation. She made it very clear that we are not part of Cadbury Cherry Hill and that they are owned by Premier Cadbury and they need to reach out to Premier. She also has vendors calling her that we do business with in Cherry Hill and want to do business with us. Again, she needs to make it clear that we are not part of that organization and contracts are very, very separate.

Fran Tobin asked if there is another retirement community in the Dover area. David doesn't know, but we don't share a common name.

Jane Bretnall said that when she did a search from a Delaware computer, Cadbury at Lewes came up first. She noticed on the Premier Cadbury website, they have a different logo than what's on the sign.

Someone asked if we have consulting a trademark lawyer. David said that we have consulted an attorney and had them take a look at the acquisition deal and it was confirmed that the name and the logo went with the community.

The social media presence for Cadbury includes the corporate entity, which is the Cadbury Senior Lifestyles CCRC, and Cadbury at Home altogether. Future plans are to set up individual social media accounts for each of those products and brand them totally different. We have a relationship with a company called Reputation.com. They are actively looking on the Internet to gather information that may pertain to a particular organization. When they see it, they pull it in and identify what it is and then engage with us on how to manage it. There's a benefit to rebranding even if we didn't have an issue with the name. It's hard to deny there's a question when they're using the same name as Cadbury. It will be to our benefit to expand to establish an identity that is distinct and not confused with an unaffiliated organization. We need to establish an identity that reflects the unique geographic characteristics of the community; incorporating the Lewes name, and creating a new online brand of identity that allows us to build a positive reputation. David believes Lewes will continue to thrive – we provide great care and have a great product.

David said that the subject of changing our address came up at an earlier meeting. He said there is no reason to change our address.

Carol referenced earlier that Barb Kreider joined our Board. She is a Quaker and promised to help David keep his promise to residents to be transparent and open about the Quaker lifestyle and the Quaker philosophy here. She originally offered to come and speak with residents but had a scheduling conflict. She sent David information about the Quaker history and the Quaker story, how we celebrate and recognize that and ensure we continue to honor that. It's a great history and will add value to the brand.

David opened the floor for questions.

Someone asked if there were any suggested names. David said that after much research, Marketing came up with a list of potential names. Many of them were in use, so they are not available to us. One name that we landed on was "The Moorings at Lewes." He said it the name recognizes the location of the community and The Moorings is a sign of stability and comfort.

Dick Cleaveland asked if there was any thought in buying the name back from Premier. David said we had not. He believes they need that name. The name Cadbury is a wonderful brand and he doesn't believe it was an accident that they got it. There was some value to that.

Jane Bretnall asked where the funds for the name change are coming from. David said ultimately, all the funds come from everyone in this room, but residents will not see an increase in the rates due to the name change.

Sharon Hoover asked if we have considered unwinding our name from the Quaker sites. David responded that we will need some help with that and will find out and manage it.

Ann Erdman asked if the CCRC and Cherry Hill would be separated from the other two. David said yes and the intent is to completely change the brand here so it stands alone, to completely change the Cadbury at Home brand, and to distance us from the Cadbury Cherry Hill name. There is a different customer for Cadbury at Home, but their brand is impaired by the association with Cherry Hill. The other problem is that their office is right around the corner.

Binky Tompkins asked if the Springpoint name will be included. David explained that there will probably be a small logo underneath with the wording "a Springpoint community."

David explained that the Marketing folks researched and came up with the name. He explained the urgency. He said that lots of competitors are moving into the market, housing and land values are going up and it is very attractive to developers. We have two other developers in the market that are coming in. We've been talking about name changes for four months and we did not know we had to change it until Carol started getting those calls about the reputation.

Maryanne Jarvis said that from her experience, the U.S. News & World Report for the health care industry is a huge resource, is respected, and used for shopping for retirement services.

Someone asked if we have a timeframe for the change. David said that we don't have a timeframe yet. The first step is to talk to governance and we have done that. The next step is to talk to stakeholders, which we are doing today. We will develop the roll out of the branding, the time line, etc.

Ann Erdman asked for a copy of the presentation. David said that he's not comfortable with giving it out. The information is publicly held information and can be accessed. It's available online, but he's not comfortable publishing it because of the ratings and other information that it contains. He respects the organization.

Carol Bishop asked if The Moorings at Lewes is a done deal. David said that they started with a list of 10 possible names. Only 2 or 3 were not already reserved and that name stood out. Pictures of the logo will be provided when they are ready; Marketing needs to produce it. Maryanne Jarvis asked if we own the rights to the name. David said that it is protected and we own the rights to it nationally.

Jane Lord said that all of the contracts are with Cadbury at Lewes, how complicated is that? David said the name change does not impact the contracts. The contracts are assignable. The corporate name will not change, but doing business as name will. There are no legalities.

Kathy Holstrom asked if anyone from Cadbury was among those who chose the name. David said he kept Carol informed, but that was pretty much it. It was a substantial group of people. Ron Trupp said there is no mystery as to why we have this problem. There was Cadbury at Cherry Hill before there was a Cadbury at Lewes. We sprang from that organization and became the new Cadbury at Lewes. David said that included in the information that Barbara Kreider sent him, it was fascinating to learn that the two Cadbury brothers lived in Morristown.

Elsie asked of the panel that came up with the name change, how many came from Delaware. None were from Delaware and probably six from New Jersey; mostly Marketing folks. Tom Lord asked if the Cadbury at Home folks be called The Moorings at Lewes. David said their name will change as well, but he will not publish that here. They believe they need a different name for that product, for this product, and neither should be the same name as Premier Cadbury.

Jeannette Lee said she is a new resident and the Moorings is not a word that a majority of people would use in regular conversation. David explained that the research was done and he was told the name could be associated with stability and has a nautical concept to it. Jim McMullen said he believes that in 90 days after changing the sign, no one will care. David said we will not continue with the roof like in the logo; it will be up to the Marketing folks.

David thanked residents for their patience and for listening to him regarding this serious issue. He said that he will stay to answer any remaining questions.

At the time the meeting was ended.

Barbara White, Recorder (12/12/17)