



# THE MOORINGS AT LEWES

A SPRINGPOINT COMMUNITY

## AFTERNOON EXCHANGE

February 6, 2018

Carol Holzman, Executive Director, opened the meeting by welcoming everyone and thanking them for coming. She announced that on Monday, Shar Winstead was promoted to Support Services Manager. Carol said that she looks forward to watching her succeed and that she's been with us for 10 years. Shar spoke a few genuine words about her opportunity and promised to do a good job.

Chuck Rendulic, Director of Support Services, said that he remembers a few years back when our Housekeeping Manager left, Shar came to him and offered to help however she could to help him get through a difficult time. He said he will never forget that.

Chuck then provided an update on his areas. Work orders received for December totaled 159. All have been completed and 93% were completed within 24 hours.

Outside, they are working diligently to get ready for spring. They are still finishing trimming and getting the beds ready for mulch. He said that they are working to install a new canopy at the back entrance and it should be about a week or so before it is completely done. We are extending the length of the canopy to allow for cars to drive under it.

Chuck reminded residents that garbage disposals are just for scraps and not for loads of potato peels. Residents should also run water when using them. Lastly, he asked that residents stay in the same room when using appliances such as the stove or microwave or if they are filling the sink. Make sure everything is turned off before leaving the room.

Jim McMullen asked if we could put some sand/grit at the back door to the parking lot to use when there are slippery spots. Chuck said that we had previously talked about sand but that it gets messy after the snow and ice are gone. Maintenance looks at the walkways every day to make sure they are safe.

Mike Bair said that the bike racks need to be on a hard surface for the kickstand to stay down. Chuck said that Carol received a PMI about it and she will address the issue in a few minutes.

Carol then turned the microphone over to Lauri Weeks, Director of Resident Services, to talk about some upcoming events. Next Thursday, February 15, at 11:00 am, Stacey Judge, Springpoint's Community Wellness Director, will be here to give us information about the LivWell program – what it is, how it works, when it will start. The program is based on the premise that staying healthy in all dimensions of wellness is what gives quality to our lives. A customized plan will be created to help meet your unique goals and to promote and enhance your overall quality of life. Then, Resident Services will work to make sure residents have the opportunities to meet their goals so the quality of life they have continues or gets even better.



The Annual Memorial Service to remember and celebrate those that we miss so much and who resided here will be held on April 11<sup>th</sup> beginning at 3:00 pm in the Auditorium. Marjorie Egger will be officiating and there will be a small reception following the service.

Lauri said she is very excited to announce that we are adding a water based pool class on Tuesdays and Thursdays from 2:00-3:00 pm starting on April 3<sup>rd</sup>. The class will be a combination of aqua yoga and aqua core training. Dinah Reath is the instructor and she will focus on stretching and strength development in the water. She brings with her so much energy, passion and excitement.

We are changing how residents sign up for programs that have a fee, such as the theatre, shows, etc. Residents must sign up at the Concierge Desk and pay for the program within 24 hours. When residents submit payment, they need to put it in a sealed envelope with their name, the event and the amount of money enclosed on the outside of the envelope. Concierge will be checking the book every night to confirm that those signed up and the payments received match. Costs of events are listed in the monthly Highlights.

Carol said that the average census for January was 90% for Independent Living, 92% for Skilled Nursing and 78% for Assisted Living. New furniture was ordered in December for Assisted Living and should arrive shortly.

We had our Annual State Survey in Health Care from January 3<sup>rd</sup> to the 17<sup>th</sup>. We received their findings and request for a Plan of Correction, which we turned in today. We have one more addition to make to complete the process. Carol gave a big THANK YOU to Ruthanne Jacobs, Director of Nursing, who has brought our Skilled Care community from good to better through her service and commitment.

We received an electric bill for one cottage that was almost \$700. Carol asked residents to be mindful when opening doors and windows.

With respect to capital improvements, we're replacing the awnings in the front and back of the building. They will be green with the new logo. We are looking into constructing a pole barn for storage with a lean-to with a concrete pad underneath so that we can protect bicycles from the weather.

Carol reviewed PMI's (Please Mention It) she had received:

- A resident complained about their grilled cheese sandwich being greasy and prepared on a greasy grill. The same PMI included a note that we have too many sauces. Carol said that we serve sauces on items at dinner but suggested that residents may ask for the sauce to be served on the side so residents may control how much they use. There was also a question about fake plants in the Bistro. Carol explained that the new plants are so beautiful that they don't look real, but they are and have lots of new growth.
- Where are we on the subject of having Cottage numbers being painted on the curb? This was previously mentioned but nothing has been done. Carol said that if the numbers are painted on the curb, people won't be able to see the numbers when it snows or when you are driving at night. This issue will be addressed at the next Building & Property Committee meeting which meets in March.



- There was a problem with the temperature of the pool. Carol said that we had some problems with the heater which took some time to troubleshoot and now the temperature is correct. If we continue to experience problems with it, we may need to invest in a new heater.
- Consider removing the draperies in the Chart Room. They are not attractive. Carol said that the interior design team is looking to replace them.
- Dog owners have been patient about the fencing. The current fence is not appropriate for small dogs. This was addressed at the last Building & Property Committee meeting. We will be replacing the fence with a solid fence so no animals can escape.

Carol mentioned that there is a poster outside her office showing what the new Medicare cards look like. The government will be sending out new cards sometime between April 2018 and April 2019. The new cards do not contain Social Security Numbers, but they will have an identifier that is unique to the card holder.

At that time, Carol opened the floor for questions. Bunny Guerrin suggested that bicycles be stored in the open space next to or under the stairwell on the East/West Wings. Carol said that is a good idea; however, it may be an issue with the Fire Marshal. Thelma Maxey said that the tires on her bike don't fit on the rack. Carol asked for residents to be patient and we will get it taken care of by building a lean to alongside the new storage building. Mildred Wiedmann said that a temporary solution might be to allow apartment residents to use empty garages. Carol said that we are already using garages for storage.

Ron Trupp asked about the furniture being ordered. Carol explained that the new furniture will be for Safe Harbor and the Assisted Living lobby.

Lois Nickerson asked where the pole barn will go. Carol said that David Wean from Springpoint will be here tomorrow. They are looking to put it on the island off the Assisted Living entrance. The vehicle garages will face Breakwater. The new structure will match our building and have gray siding on the front.

Bunny Guerrin asked if there is any news regarding the resident's garden. Carol said it will be going in a different area than originally planned and is not part of the dog walk area. Jane Lord added that she is attending a meeting tomorrow and will get an update. She can report on the status at the Resident's Association Meeting next week.

Pat Bock suggested residents contact their doctors with their new Medicare numbers as soon as they receive them so they can process paperwork and get bills paid.

Elsie Gould said with regard to the concern of using electricity, it seems that they might have considered efficiency of heating when they installed heat that comes from the ceiling rather than the floor. Carol said the concern is that people are leaving their windows and doors opened. Dick Cleaveland suggested using a small fan on the floor to blow the air toward the register.

Regarding the new light fixtures in the Chart Room, Elsie asked if there was an economic benefit from the old fixtures. Were they donated? Carol said she believes that Design Alternatives took them and she's not sure where they ended up.



At that time, Carol introduced Anthony Argondizza, President and CEO of Springpoint to present the Corporate Strategic Plan. She said Anthony joined Springpoint in 1994 and has served various roles of increasing responsibility including Executive Director at Crestwood, then Executive Vice President and Chief Operating Officer before being appointed as President in 2016 and CEO in 2017.

Anthony said it is an honor and a privilege to be here today. The last time he was in Lewes was prior to the Affiliation and the transaction took some time to close. The Springpoint Strategic Plan is for the period 2018 through 2020. David Woodward asked Anthony to provide a brief overview of the Springpoint organization to help residents have a full understanding of the depth of the family that The Moorings is with now, and to provide a review of the year.

Anthony said that Springpoint is one of the largest not for profit senior housing organizations in the country and is ranked #25 nationally with Ziegler. Springpoint has a 101 year history and consists of 28 senior living communities – 8 CCRCs and 19 Affordable Housing Communities, and 1 Skilled Nursing Facility. There is a new state of the art skilled nursing community that will be opening any day. Springpoint has over 4400 residences and beds in Independent Living, Assisted Living, Memory Impaired and includes just under 500 Skilled Nursing beds. Springpoint at Home provides home care for all the communities in New Jersey and surrounding communities. Springpoint Choice is very similar to the Continuing Care at Home program. Over the course of this year, Cadbury at Home will merge into Springpoint Choice. Anthony said he is proud of the CMS 5-star ratings in the Skilled Nursing communities. All of Springpoint's New Jersey Skilled Nursing facilities have 5 star ratings. The Moorings rating has increased to 4 stars and he has the faith and expectation that we will become 5 stars soon. All of the CCRCs are CARF/CCAC accredited and adhere to the highest of standards. Carol and her team will be undertaking this accreditation.

He said he is proud of receiving the 2015 Workplace Excellence Award from LeadingAge National. We serve over 4,000 residents and have just under 2,200 full time and part time employees. The Foundation is very, very important to Springpoint. It is a NJ not-for-profit corporation, it is a 501(c)(3) tax exempt corporation, and is the fund raising arm. It's most important purpose is to provide financial assistance to those when needed. The Foundation also funds the Chaplaincy program, the Tomorrow's Leader Program which is an internship program, and is very focused on providing programs and services for those residents in Affordable Housing communities. The fundraising efforts are not changing as we move from a Foundation Committee of our Board to a Foundation Board model, populated with a new group of trustees that expected to assist us in raising money. The case study was slated toward raising funds for those residing in affordable housing communities that don't have the programs and services and access to healthcare. That is in addition to all of the fundraising activity that we do within the CCRCs. The endowment is currently just short of \$33 Million. We do have a Community Cares program which is in existence now and supports affordable housing. The endowment provides financial stability and greatly impacts all the communities. It's a safe guard and safety net, and provides us the ability to access capital at a far less expensive rate. We've grown as an organization from 4 CCRCs to 8 since 2006. The first merger was with Asbury Towers in Red Bank. There was a merger with Winchester Gardens in Maplewood, and an acquisition of what was formerly Franciscan Oaks and now is the Oaks at Denville. Lastly, The Moorings at Lewes. All of these communities were in different cycles of campus repositioning or in need of refinancing.





Anthony then provided a brief review of the last year. An employee satisfaction study was conducted in 2017. The Moorings did not participate as the process began in May of 2017. The employee satisfaction rating was about 3% higher than the benchmark (Holleran – a nationally prominent survey consultant). They survey on an every other year cycle. Last year we surveyed all employees. This year all residents will be surveyed. With respect to Springpoint's financial performance on a bottom line basis, we exceeded the budget by \$4.5 Million. That number was attributable mostly to realized and unrealized gains on investments which we don't budget on. In terms of the Operating Margin, we were negative to plan, which can be attributed to occupancies being less than planned. We have some work to do; some communities were better or worse than others.

Anthony said he was named the President and CEO on July 1<sup>st</sup>, and he really looks forward to the future. The Strategic Plan is a culmination of a year-long process that resulted in our next 3 year plan. The Leadership Summit that was held in September was the kickoff to the Strategic Plan and was his opportunity to speak to the management teams of all the communities and to share his vision for the future, along with his aspirations and the expectations for Springpoint as we move forward. We are moving from good to great to exceptional. It will take lots of hard work to get there. It's our promise to you and our goal to improve resident satisfaction and get some insight into how to do better. We need to provide exceptional and innovative programs and services such as the LivWell program. We need to have full communities to do that. We need to have communities producing an operating margin. Also, it is important that we have happy and satisfied employees that see opportunities ahead for growth and professional development and to have fully staffed communities to execute the Strategic Plan.

On the plan design and research methodology, we had some questions that we wanted to answer through this year-long planning cycle:

- What are the gaps between Springpoint today and where we want to be in the future?
- What do we want Springpoint to be in the longer-term future?
- How can Springpoint establish a bold and ambitious plan with achievable results?
- How will Springpoint become a market leader – best in class?
- How will Springpoint continue to expand and modernize services and facilities with innovation, technology, highly skilled staff and team members?

The Strategic Plan Design also included:

- A results assessment from the last strategic planning process
- The formation of new planning priorities supported by goals and objectives
- Internally and externally conducted research, creating broad and robust aggregated data from “moral stakeholders”
- A review of the most current trends and best practices in the senior living industry - guided surveys and focus groups (residents, employees, management, board of trustees, and industry leaders across the country including hospital system CEOs and medical practices, wellness professionals and the like)
- The utilization of a planning platform with a three-year outlook with annual recalibration points

The results of all that information is the Overarching Organizational Priorities:

- Sustain strong financial oversight
- Grow incrementally with a measured approach
- Integrate new acquisitions into core business principles and practices
- Generate positive revenue growth from existing and new product and service lines



- Differentiate Springpoint from other similarly situated status groups and become highly distinctive in the industry through people, services, facilities, programs and innovation

Anthony said he is trying to drive the organization to be “best in class,” to differentiate ourselves in the industry and, if we’re really successful, to make a difference in how we serve seniors. That is his goal. In order to do that, we need to:

- Attract, train and retain a high quality work force
- Build a strong, forward-thinking management team
- Broaden the culture of philanthropy in CCRCs and through the Foundation Board, focused on social accountability and commitment to underserved seniors
- Enhance business operations and program services with innovation and technological efficiency

Goals and Priorities include:

- Facilities and Master Campus Development
- Financial Operations
- Investment in our People and Our Future
- Innovation and Technology
- CCRC Operations
- Legal and Risk Management
- Governance and Policy
- Philanthropy
- Marketing and Branding
- Ongoing Planning Consideration

In addition, we will begin development of community specific 3 year plans. They will begin to be designed and developed this year and work within the structure of the Springpoint Senior Living plan. That process will be supported by Springpoint. David will work hand-in-hand with Carol and her management team, our resident governance stakeholders, and the residents overall to develop the plan for the future of The Moorings at Lewes.

At that time, Anthony opened the floor for questions. Bunny Guerrin said that at one of the prior meetings it was discussed about the lack of programs for residents that have hearing and/or visual loss. It is important to the resident’s well-being and socialization. It would be extremely distinctive if we could advertise that we offer programs such as lip reading or strategies for vision impaired. Those things don’t require specific facilities. They require an instructor but it doesn’t seem to be done at any facility like this. Had that ever been discussed again? Anthony replied that the beauty of now being part of a system and a family, and the beauty of the LivWell program is that Stacey will not be bringing a template to tell you what to do. The program is based on 7 dimensions – physical, recreational, social, environmental, etc. The beauty of that is that Stacey will work with the management team, medical staff, activity professionals, resident services, and staff to help facilitate the project and services the either the community needs now or services that will attract others in the future. We look for that type of feedback in order to develop those programs and services.

Dick Cleaveland said the website only references New Jersey. Anthony said that the good news is that we are in the process of redesigning all the community websites which will include Springpoint as the parent company. We are growing and intend on growing more. We are in the process now for a potential system merger providing additional girth to the organization and to



move us into a third state. Why do we do it? It's with a measured approach; it's with communities that have aligned missions, but it's about being relevant in senior living space and making a difference. When you grow, you get those economies of scale. If we were to grow with this system merger, the net result would probably be \$4 million a year in monthly service fee revenue of management fees to the parent company. That's not net; we would have to add staff and those types of things, but that would give us the ability to drop management fees to Lewes and give us the ability to add professionals, add programs and services that are innovative. It does take money, but we are on fairly lean budgets; we don't have significant margin. To the extent that we can bring revenue in and drop fixed costs, that's why we do it.

Jane Lord said with regard to developing the strategic plan for each organization, you mentioned bringing in the stakeholders to be involved. Are you referring to residents? How would they be involved? Anthony said that would be a topic for another meeting. As we kick off that process, David Woodward will work with Carol and our team, the resident governance stakeholders and the residents themselves. He explained that they have a consultant that helps with the aggregation of data and putting the strategic plan together. Residents will be integral in the development of those plans through sharing informal data, results of satisfaction surveys, results of focus groups and interactions with committees. We're not going to impose on you what your Strategic Plan is going to be. We're going to participate in that. When it gets to the part about infrastructure, expansion or repositioning or whatever that may include for any campus, Springpoint will play an integral part since that may involve financing and other professionals that we may bring in.

Sharon Hoover said she would like to reiterate Jane's point about a linguistic problem. She said there's something about you guys coming here to talk to us. You all sound very professional and are thoughtful, polite, etc. When she moved here 10 years ago she felt a part of Cadbury developing. The Resident's Association here has been very dynamic and now she feels as if "God has come down" – she feels much more of this is imposed all the time. She said that you talk from that point of view when you're talking to us. Anthony said he's spoken recently about mergers and acquisition activity in senior living space at a couple of investment banking conferences and at LeadingAge National. Your feelings are real and we have to do a better job. One of the points he makes is, that through these affiliations or mergers, the systems that come in with the attitude or speaking as if we're here to save you is not the right thing to do. We don't want to give that impression. The Moorings makes us a stronger organization. You are as important to us as we hope to be to you. It's inherent as a single site organization to feel unity; that we are one and we are family and we develop our plan. From a systems approach, much larger than Cadbury Senior Services, the structure is essentially the same from a governance perspective. We will try our best to bridge that gap to ensure that we are collaborating and truly engaging. From both of those perspectives, we don't do a good enough job. We don't know everything. Every community is distinct and those stakeholders need to be engaged. He's trying to hammer that down to his team. It's a paradigm shift and something that will continue to get better; but he hears what she said.

Bunny Guerrin said that she'd like to give an example of what Sharon is speaking of. First, she loves the new carpet. Some years ago we got new furniture for the Bistro. Carol brought in some samples of chairs for us to trial and vote on. Now, a nameless decorator is going to choose the drapes for the Chart Room. There is the difference that we are adjusting to. She's happy here but it does make a difference in the tone of the culture. Anthony said to trust him that Design Alternatives will provide Carol with some choices.



Sarah Cook said that the new logo looks like a subsidiary of Wal-Mart. There are very artistic people in this institution. It wouldn't have taken much trouble to have a small contest to provide some suggestions. You chose it because you're an overarching organization. That's a much more inclusive process than saying here's the new logo.

Anthony said he hears what everyone is saying and that we will do better. It is difficult, but that is an example of collaboration and engagement that may have gone too rapidly with the transition and we need to move forward. He acknowledges that it is really difficult to meet 100% satisfaction, but we do try.

Jeanette Lee said that she is a new resident. The first meeting she went to was when everybody was told the new name of the place is The Moorings. The name was changed without any talk to the residents about the name and being told the Marketing people decided it. It set the wrong tone. Now you have to work twice as hard to get past that. It upset the people that have been here for 5-10 years. There was no collaboration on that. It really bothered her. That set the scenario. Again, Anthony said that they will do better. He made a commitment to residents. While there may not have been focus groups or enough collaboration and engagement in that process, it was not a 100% top down selection process. That was one that your trustees and your governance stakeholders passed through and a lot of thought was given to it. He understands the culture and that they're not meeting that expectation.

Dick Cleaveland said that we have a low occupancy of cottages and asked if we have a strategy to improve that occupancy rate. Anthony said he knows that they're working on it but he can't speak intelligently as to what the plan is or where it is in terms of the process of development. Carol can probably do a better job, but he knows that we develop an annual marketing plan in conjunction with the marketing staff here and the sales and marketing team at Springpoint. There are tactical plans for that marketing plan and which are recalibrated quarterly depending upon if they are working or not. It is a major priority. Carol will remember to speak to David and Pam and give residents some feedback to see where we are in the process.

Anthony thanked everyone for their questions and feedback and the meeting was ended.

