

Lourdes Senior Community Boards



Tuesday, August 29, 2023
 1:30 – 4:30 p.m.
 In-Person Meeting held at
 LRHC – Main Chapel

If joining by telephone only:
 Dial: 646-558-8656
 Meeting ID: 880 6532 5201
 Passcode: 271662

Click for Zoom meeting (with video and audio):

<https://us02web.zoom.us/j/88065325201?pwd=TzdnNEdYRmZBK253SWFUSFk2dDhidz09>

Agenda

Time	Subject	Presenter	Action/ Disposition	Supporting Document	Page
1:30	I. Welcome	Brian Condit			
1:35	II. Prayer	Rich Acho	Pray	Prayer	3
1:45	III. Lourdes Strategic Plans A. Marian Hall - Angela Hospice B. St. Jude Home C. The Triangle D. Riverwalk Manor	Rich Acho Sr. Peggy Martin, OP	Recommend	Strategic plan	4-28
2:30	IV. LSC Plant Operations and Healing Garden	Jason Mize	Update	Report and pictures	29-39
2:45	V. Management Reports A. Fox Manor B. Mendelson Home C. Human Resources D. Lourdes Rehabilitation and Healthcare Center (LRHC) E. Finance and Information Technology F. Marketing/Communications/Development G. Clausen Manor	Robin McClintock Robin McClintock Rebecca Latta Maureen McGee David Krolikowski Wendy Mosella Colleen Burke	Information	Reports	39-43 44-51 52-56 57-62 . 63-65 66 67-68
	VI. Acknowledgements	Brian Condit	Acknowledge		
3:15	VII. Break				

Lourdes Senior Community Boards



Time	Subject	Presenter	Action/ Disposition	Supporting Document	
	EXECUTIVE SESSION				
3:25	VIII. Dominican Sisters of Peace	Sr. Peggy Martin, OP	Discussion		
3:35	IX. Report of the Chair	Brian Condit	Discussion		
3:45	X. Report of the President/ Chief Executive Officer	Rich Acho	Discussion	Report	69-73
4:00	XI. Committee Reports A. Governance and Nominating B. Philanthropy C. Quality / Resident Care D. Audit and Compliance E. Finance F. Human Resources G. Continuing Support Fund	Brian Condit Brian Condit Lynne Lepisto-Golling, RN Barbara Mendelson John Noone Beth Cafaro Rich Acho	Information Recommend Approve	Report Resumes Charter revision	74-75 76-80 81-85
4:25	XII. Consent Agenda: A. Approval of April 18, 2023, Meeting Minutes B. 2024 LSC Board Meeting Dates C. Board Education D. Testimonials E. Educational Article	All	Approve Information Information Information Information	Minutes Dates Subscription offer Testimonials "US Nursing Shortage Crisis," <i>time.com</i> , June 2023.	86-90 91 92 93-96 97-103
4:30	Adjournment				

Lourdes Senior Community Mission Statement

Lourdes Senior Community, inspired by the gospel of Jesus and sponsored by the Dominican Sister of Peace, provides a broad continuum of care for seniors and their families. All who minister at Lourdes honor the uniqueness of each person with compassion, love, respect and dignity.

*You are hereby notified that the meeting will be recorded.
You will be deemed to consent to the recording of the meeting by your participation.*



Our Lady of Lourdes Pray for us.



Prayer to Our Lady of Lourdes

O ever-Immaculate Virgin,
Mother of Mercy,
health of the sick,
refuge of sinners,
comforter of the afflicted,
you know our wants, our troubles, our sufferings;
look with mercy on us.

By appearing in the Grotto of Lourdes,
you were pleased to make it a privileged
sanctuary,
whence you dispense your favors;
and many sufferers have obtained
the cure of their infirmities, both spiritual and
corporal.

We come, therefore, with complete confidence
to implore your maternal intercession.

Obtain, O loving Mother,
the Will of God in our prayers
for Lourdes Senior Community.

Through gratitude for your favors,
We will endeavor to imitate your virtues,
that we may one day share your glory,
and bless you in eternity.

Amen.

Lourdes Senior Community

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Board Retreat Progress Update and Recommended Actions

Agenda

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- New use for Marian Hall
- New use for St. Jude
- New use for The Triangle
- New local competitor project
- Potential for Sponsorship Transitions
- Proposed motions

Lourdes Senior Community Map

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Red – Mendelson, Clausen, Lourdes Rehabilitation

Green – Marian Hall

Yellow – Fox Manor

Pink – St. Jude Home

White – The Triangle – Convent, Vivian Via Rosa and Rental Home

Context Statement

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- The SNF industry is dwindling
- We are receiving less referrals
- There is less desire to be admitted to a SNF
- Managed Care plans are denying authorizations
- Regulations continue to impose more and more requirements
- Reimbursement rates continue to decline with more coming
- Staffing issues continue and the health care worker shortage will remain
- Adding an additional option of independent stand-alone housing
- Strong demand for Independent Living
 - Fox Manor has a waitlist, numerous inquiries, lots of website traffic

Context Statement continued...

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- State of the industry from Plante Moran



State of the Senior Living Industry

Rethinking the Senior Living Continuum

Right Sizing - General Industry Benchmarks

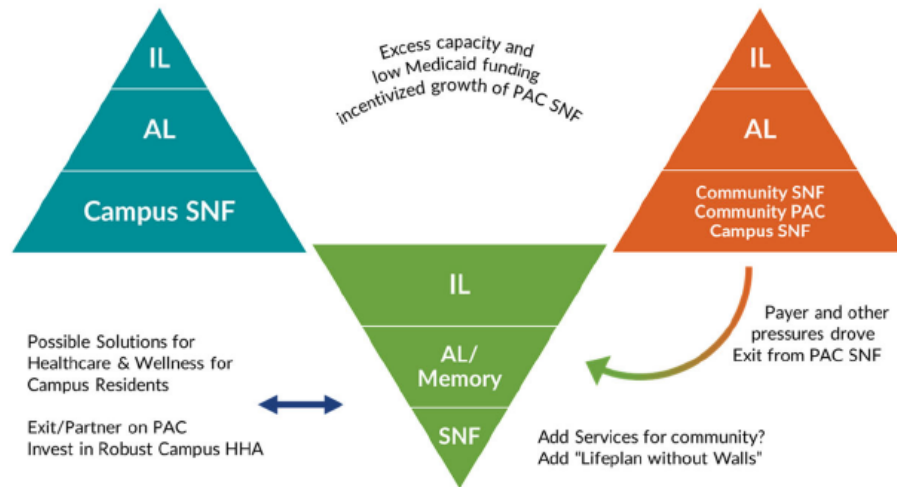
The following ratios are “rules of thumb” that should be analyzed in the context of the market and financial analyses.

Benchmark Ratio 1: $IL/(AL+MC)$

For every 1 AL and MC, there should be a minimum of 3 IL units.

Benchmark Ratio 2: $(IL+AL+MC)/NH$

For every 1 NH bed, there should be a minimum of 8 “senior housing” units (IL, AL, or MC).



New Use for Marian Hall

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Many ideas for repurposing and maximizing the Marian Hall space were discussed, investigated, and analyzed, including:

- Relocating Clausen Manor residents to this hall
- Religious order designation – special purpose unit
- Inpatient hospice
- Dialysis facility
- Archdiocese partnership opportunity
- Religious order designation
- Second facility for memory care
- Felician Sisters
- Micro-apartments/subsidized housing/employee housing

One alternative clearly rose to the top.....

One alternative is the favored one: Angela Hospice and Homecare – Overview

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Since 1985, Angela Hospice has been providing a crucial service to the community of southeast Michigan. Sparked by one woman's vision and determination, Angela Hospice was founded under the sponsorship of the Felician Sisters. Since their founding, they have expanded into homecare as well.

In 1994, the Angela Hospice Care Center opened as the first freestanding inpatient hospice facility in Livonia, Michigan. The facility, with its 32 private patient rooms, is full to capacity.

Angela Hospice is interested in renting Marian Hall to open another inpatient hospice facility in Oakland County and to eventually expand their community-based hospice services.

Alignment

Angela Hospice – Mission and Values

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Angela Hospice’s mission and core values align with the mission and core values of Lourdes Senior Community.

Angela Hospice’s Mission

Angela Hospice Home Care, Inc. is dedicated to provide comprehensive, compassionate, and Christ-like care to adults and children in the communities we serve.

Angela Hospice’s Core Values

Respect For Human Dignity

Compassion

Transformation

Solidarity With People In Need

Justice & Peace

Lourdes Senior Community’s

Mission

Lourdes Senior Community, inspired by the gospel of Jesus and sponsored by the Dominican Sisters of Peace, provides a broad continuum of care for older adults and their families. All who minister at Lourdes honor the uniqueness of each person with compassion, love, respect, and dignity.

LSC’s Core Values

Compassion

Service

Spirituality

Dignity

Concept Terms & Timing

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Summary of Terms

- Sublease 13,278 square feet to Angela Hospice (AH)
- 3-year initial lease
- Commencement date – March 1, 2024
- 20 resident rooms for inpatient hospice
- Flat amount charged for square footage plus costs for food, housekeeper, and cable
- Space will be “as is” – modifications to space paid by Angela Hospice
- Renewal terms of 2-3 years

Timeline

April 2023 – Present: Due diligence, meet with CEO’s, hired consultant

July 2023: AH took to their Board for initial approval

August 2023: Memo of understanding executed between parties

August 2023: Lourdes’ Board to cast vote on proposal for AH to sublet the space

September 2023: Corporate Members to vote

October 2023: AH to sign lease agreement

October 2023: Delicense 23 LRHC beds

January 2024: Allow AH to modify space – signage, IT, staffing, desk conversion

March 2024: AH to occupy space and contract effective date begins

Pros, Cons, and Implications

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Pros

- Allows LSC to rent the space
- Cultural fit
- Extra revenue stream for LSC
- Allows LSC to offer more services
- Align with a strong organization which is 501(c)3 and religious group sponsored
- Allows LRHC to maintain 85% occupancy requirement with the reduction in beds

Possible Cons

- Property tax issue – will the township decide to tax that piece? Legal thinks we would be ok

Implications

- Delicense 23 beds
- Once the beds are delicensed, they are gone forever
- The costs for the beds are sunk costs at this point
- The ratio of SNF to Independent Living is inverted on our campus
- Ratio doesn't make sense for the industry as is – but it can

St. Jude Home Aerial View

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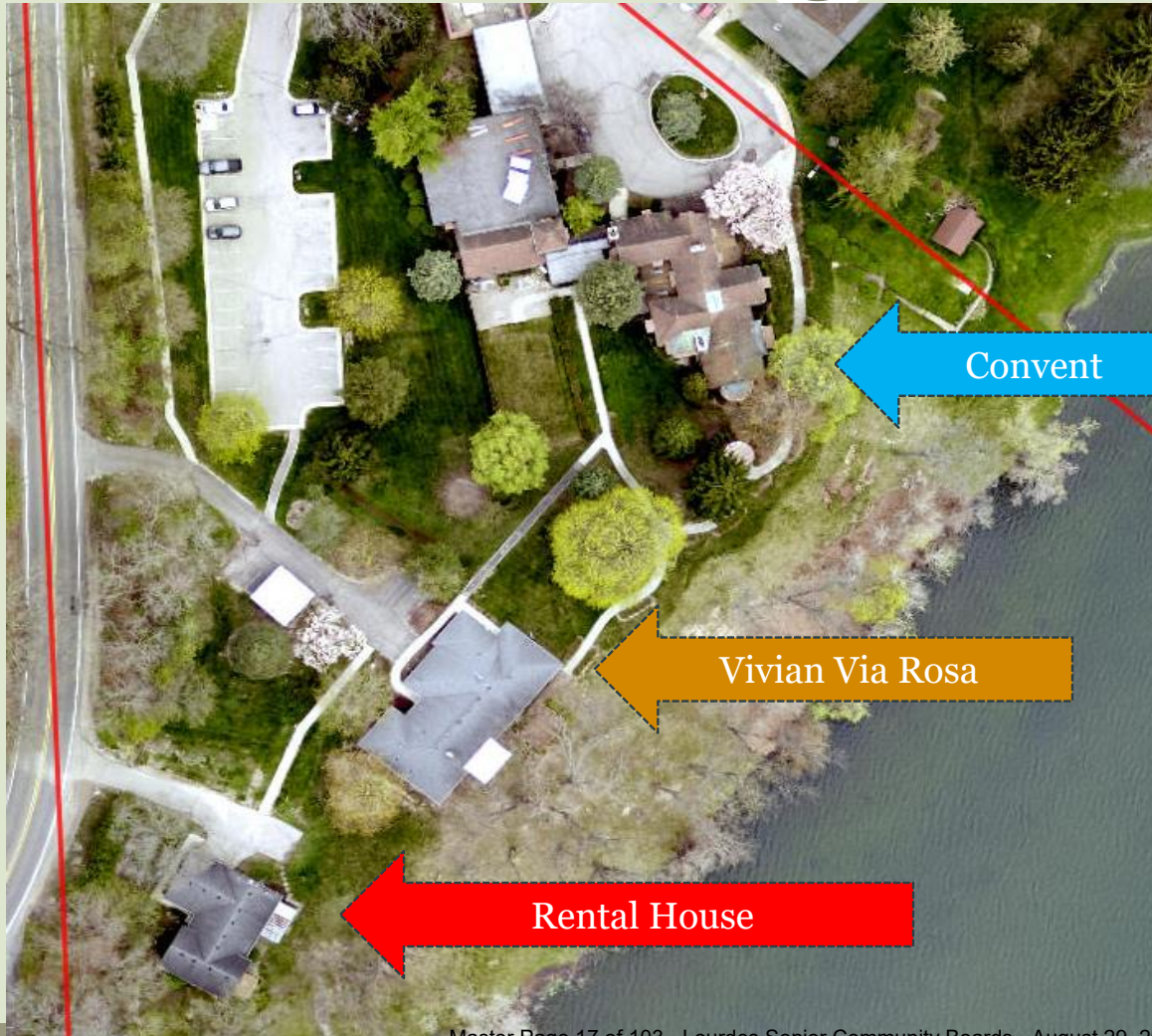
St. Jude Home

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- The St. Jude Home was previously used as office space for Development and Finance, along with storage for the campus files.
- The home has become rundown and unsafe
- An outcome of the board retreat was the need for more IL units on campus
- Want to tear down the St. Jude Home and construct about 8 units of Ranch Style homes
- These units would be 2 bed, 2 bath units approx. 1,200 square feet
- Would be paid for using Lourdes investment portfolio
- Estimated costs about \$2.7M
- Need to meet with Architect to develop a Master Plan to include the tear down and construction of ranch style homes

The Triangle Aerial View

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The Triangle

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- The Triangle is comprised of the Convent, Vivian Via Rosa, and the rental house
- An outcome of the Board retreat was the need for LSC to have additional independent living units available
- Rich met with Sisters at the convent to discuss potential plans to build an independent living apartment building
- Sisters voted they would be in favor of this idea and next steps
- We want to ensure we have a place for the sisters to live and have committed to constructing a ranch style home for them

The Triangle

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Proposed Next Steps

- Meet with the architect to develop a Master Plan
- Create focus groups to determine wants and needs of future residents
- Meet with the township for approval
- Secure financing
- Select a construction company

The Triangle

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LOURDES SENIOR COMMUNITY - THE TRIANGLE - INDEPENDENT LIVING BUILDING

Units	365	50							Plante Moran said cost to build	\$ 271	\$ 20,325,000	
Assumes % occupancy		92%							Price per sq. foot	\$ 268	20,112,500	
Monthly	\$ 5,800								Square Footage			
Total days - 100%		18,250							Common Area Sq. Foot	10,000		
Total days - 92%		16,790							Common Area Sq. Foot	7,000		
Cost to build - earthwork, sites, demo	\$ 20,112,500								Common Area Sq. Foot	10,000		
Borrowed Funds	\$ 15,000,000								50 beds, 2 bed 2 bath at 1,100	55,000		
Land Costs	\$ -	\$ 20,112,500										
Interest on Loan - DSOP loan or PNC	6.00%	900,000							Total resident Sq. Ft.	55,000		
Furniture	\$ 600,000.00								Total Sq. Footage	75,000		
			YEAR 2025	YEAR 2026	YEAR 2027	YEAR 2028	YEAR 2029	Notes				
Revenue												
Net resident revenue - 92%			\$ 3,201,600	\$ 3,281,640	\$ 3,363,681	\$ 3,447,773	\$ 3,533,967	2.5% rate increase				
Total Revenue			\$ 3,201,600	\$ 3,281,640	\$ 3,363,681	\$ 3,447,773	\$ 3,533,967		Salaries	FTE	Salary	Annual Expense
Operating Expenses	Actual per day								Building Manager - shared with	1	\$ 35,000.00	\$ 35,000.00
Salaries	Analysis	\$ 416,560	\$ 429,057	\$ 441,929	\$ 455,186	\$ 468,842	3% rate increase		Receptionist	1	\$ 40,000.00	\$ 40,000.00
Benefits	Analysis	\$ 94,330	\$ 97,160	\$ 100,075	\$ 103,077	\$ 106,169	3% rate increase		Dietary Cooks	1.5	\$ 52,000.00	\$ 78,000.00
Purchased Services - it, PCC, paycom, activities	1.35	\$ 18,133	\$ 18,677	\$ 19,238	\$ 19,815	\$ 20,409	3% rate increase		Dietary Aides - 3 hrs. day, \$16 hr	3	\$ 17,520.00	\$ 52,560.00
Professional Services & Consult Fees- guardian, plar	2.29	\$ 30,759	\$ 31,682	\$ 32,633	\$ 33,611	\$ 34,620	3% rate increase		Housekeepers - 2 FTE.	2	\$ 30,000.00	\$ 60,000.00
Supplies	1.6	\$ 26,864	\$ 27,670	\$ 28,500	\$ 29,355	\$ 30,236	3% rate increase		Activities	1	\$ 40,000.00	\$ 40,000.00
Insurance	1.55	\$ 28,288	\$ 29,702	\$ 31,187	\$ 32,746	\$ 34,384	5% rate increase		Maintenance	0	\$ 45,000.00	\$ -
Bad Debt	0	\$ -	\$ -	\$ -	\$ -	\$ -			Corp: CEO, HR, Finance, Mainte	1	\$ 111,000.00	\$ 111,000.00
Food	5.76	\$ 96,710	\$ 101,546	\$ 106,623	\$ 111,954	\$ 117,552	5% rate increase				\$ 416,560.00	
Bed Tax	0	\$ -	\$ -	\$ -	\$ -	\$ -			Mendelson			
Repairs and Maintenance - repairs	2.18	\$ 32,942	\$ 33,930	\$ 34,948	\$ 35,997	\$ 37,076	3% rate increase			5.71%	Rate of prop tax compared	
Other operating Expense - prop tax- .05385%	3.4	\$ 598,615	\$ 616,574	\$ 635,071	\$ 654,123	\$ 673,747	3% rate increase			541,529	Property tax Amount used	
Utilities - 20% increase on trend	5.16	\$ 113,004	\$ 116,394	\$ 119,886	\$ 123,483	\$ 127,187	3% rate increase			57,086	Other Op expense trend	
Interest - amortization schedule	0	\$ 889,106	\$ 864,406	\$ 838,182	\$ 810,341	\$ 780,783	Amortization schedule					
Depreciation and Amortization	8.27	\$ 733,534	\$ 733,534	\$ 733,534	\$ 733,534	\$ 733,534	new building Comp					
Total Operating Expenses			\$ 3,078,846	\$ 3,100,332	\$ 3,121,805	\$ 3,143,223	\$ 3,164,539					
Net Asset Profit or (Loss)			\$ 122,754	\$ 181,308	\$ 241,876	\$ 304,550	\$ 369,428					

Riverwalk Manor

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RIVERWALK MANOR
WATERFORD TWP, MICHIGAN

Riverwalk Manor Aerial View

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Riverwalk Manor

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- Opportunity to purchase land about 3.2 miles from the Lourdes campus
 - Developer has plans for an 82 unit IL building
 - Projected costs according to builder are around \$16M
 - In addition, asking \$3M for the land purchase...
 - Thinking this could be a mid-market senior living apartment building
 - This would align with the IL unit need which exists in our market
- Rich reached out to the developer via certified mail
 - Developer met with Rich and said he can not get the financing in order to build
 - Led him to want to sell the land and the plans to whoever wants it
 - We want to explore and learn more about the potential to purchase this property

St. Jude, The Triangle and Riverwalk Manor

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Time is important as we don't want the opportunity to pass us by

- As baby boomers (1946-1964) are officially now looking for IL options, we must act quickly, but thoroughly
- We currently have at least a 10+ person wait list for Fox Manor Inc.
- But receive many calls weekly about IL options and people don't want to wait

Sponsorship Transitions

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We want to look at “Sponsorship Transitions” (basically a kinder word for an affiliation) whereby a non-profit (NFP) organization sells to another NFP and the governing bodies or sponsors of the organization changes

- We want to conduct a strategic market assessment with Ziegler to identify opportunities
- This would align with our strategic imperatives for increased growth of LSC

MOTION to Proceed

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Board Motions to Proceed

- The Lourdes Senior Community Board requests a motion to recommend to the Corporate Members the delicensing of 23 beds at LRHC, reducing the number of licensed beds from 100 to 77 effective as of November 1, 2023.
- The Lourdes Senior Community Board requests a motion to recommend to the Corporate Members the sublease of space formerly known as Marian Hall to Angela Hospice.

St. Jude, The Triangle and Riverwalk Manor MOTION

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- Would like the board to approve us to perform a master plan with these strategic ideas in mind
- The Lourdes Senior Community Board requests to make a motion to recommend to the Corporate Members the ability for LSC to develop a master plan of the property and go through a due diligence process on these concepts

Jason Mize- Director of Plant Operations
REPORT TO THE LOURDES SENIOR COMMUNITY BOARD
August 2023

HEALING GARDEN:

The healing garden is finally complete! After several months of grading, irrigation, electrical for lighting, drainage, seeding, planting, and cement work, we finally have a beautiful healing garden.

See the attached photos.

ST. JUDES:

Quotes are being received for the demolition of the St. Jude home.

MENDELSON:

The dining room windows are complete. We are currently waiting on the installation of the door. The activities room windows had to be remade, twice, and we are currently waiting for those to be completed.

Room remodels: Currently, we have remodeled 18 rooms, 9 have new flooring and we have 33 to go.

FOX APARTMENTS:

To date, 25 apartments have been fully remodeled. There are 24 apartments that have been remodeled at different times over the years. We currently have 4 more left to completely remodel.

Quotes to remove the wallpaper and brighten up the paint colors in the hallways, dining room, and lobby area are being requested.

CAMPUS:

Several sidewalks throughout the campus needed to be lifted due to safety concerns. Work was completed by an outside company to raise 17 sidewalks.



Healing Garden

Summer 2023

















Robin McClintock, CTRS, CALD – Fox Manor
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

CENSUS INFORMATION: As of August 16, 2023	
NUMBER OF RESIDENTS	59
TOTAL NUMBER OF ADMISSIONS 2023	11
FROM CAMPUS 2023	1 (MAL)
TOTAL NUMBER OF DISCHARGES 2023	4
DISCHARGES TO CAMPUS FACILITIES 2023	2
OFF CAMPUS DISCHARGES 2023	0
NUMBER OF DEATHS 2023	2 (on hospice)
MAJOR ACTIVITIES FOR RESIDENTS	
<ul style="list-style-type: none"> • On July 10th, the Fox Manor Chimes Choir performed at the Oakland County 4-H Fair. Ten of Mendelson’s residents joined the Fox Manor Chimes Choir to perform at the fair for Senior Day. • The Chimes Choirs will also be performing at the end of August under the Pavilion at Mendelson for the residents at Clausen, Mendelson, and Fox. • On July 16th, Fox hosted the annual family picnic. There were roughly 200 residents and guests in attendance. The families ate well, enjoyed each other’s company and we were treated to a balloon twister, caricaturist, and games for the kids. We received several thank you cards from residents and family members raving about the event. • Outdoor activities: Concerts in the Park, boating, fishing, gardening, Bocce Ball, campfires on the patios, lunch on the deck, and golf cart rides. 	
MAJOR FACILITY ISSUES	
COVID-19 Strategies	
<ul style="list-style-type: none"> • Reporting to the Oakland County Health Department only must be completed if the facility has a positive COVID-19 case. 	
COVID-19 Cases:	
<ul style="list-style-type: none"> • Residents: 2023= 3 • Employees: 2023 = 1 	
TRENDS	
<ul style="list-style-type: none"> • The average age is 86 years old. The mode is 87. • The average length of stay is 3.56 years. The resident with the longest length of stay is 15.29 years. • The youngest resident is 73 years old, and the oldest resident is 99. • 48 of our 59 residents (81.4%) are Catholic. • 48 women and 11 men • There are six married couples living at Fox Manor. • There is one resident receiving hospice services. • Occupancy YTD 2023: 100% Budget 2023: 88.9% 	
STAFFING	
DIETARY	2 full-time cooks 9 part-time wait staff
ACTIVITIES	1 part-time activities coordinator
HOUSEKEEPING/LAUNDRY	1 full-time resident apartment housekeeper 1 part-time resident apartment housekeeper 1 part-time common area housekeeper
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DIRECTOR'S ADDITIONAL THOUGHTS:

- Currently Fox has no vacancies. There are two discharges planned to Mendelson. There is a waiting list.
- Eight residents are currently receiving support services from home healthcare and non-medical assist companies.
- Admissions from referral sources: one
- Please see attached for the Resident Satisfaction Survey results.



FOX MANOR RESIDENT SATISFACTION SURVEY 2023

Sent: 53 Returned: 35 Return Rate: 66%

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor, N/A = Not Applicable

1. How satisfied are you overall with the services you are receiving at Fox Manor (FM)?

5	71.4% (25)	4	28.6% (10)	3		2		1	
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2. How likely are you to recommend FM to others?

5	88.6% (31)	4	11.4% (4)	3		2		1	
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3. I feel respected by the staff at FM.

5	85.7% (30)	4	11.4% (4)	3	2.9% (1)	2		1	
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4. I feel heard and that my concerns are addressed.

5	71.4% (25)	4	17.1% (6)	3	5.7% (2)	2		1		N/A	2.9% (1)	NO RESPONSE	2.9% (1)
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5. The facility is clean and bright.

5	80% (28)	4	14.3% (5)	3	2.9% (1)	2		1		N/A		NO RESPONSE	2.9% (1)
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6. I feel my apartment is cleaned to my satisfaction.

5	68.6% (24)	4	22.9% (8)	3	2.9% (1)	2		1		N/A	2.9% (1)	NO RESPONSE	2.9% (1)
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7. The facility is safe and well-maintained.

5	85.7% (30)	4	14.3% (5)	3		2		1	
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8. Maintenance staff respond timely to resident needs.

5	80% (28)	4	11.4% (4)	3	2.9% (1)	2	2.9% (1)	1	2.9% (1)
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9. There are a variety of activities offered.

5	74.3% (26)	4	20% (7)	3	5.7% (2)	2		1	
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10. Activities are enjoyable.

5	62.9% (22)	4	22.8% (8)	3	11.4% (4)	2		1		N/A	2.9% (1)
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11. Activities are appropriate for my interests.

5	45.7% (16)	4	37.1% (13)	3	5.7% (2)	2	5.7% (2)	1		N/A	2.9% (1)	NO RESPONSE	2.9% (1)
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12. Food tastes good.

5	45.7% (16)	4	31.4% (11)	3.5	2.9% (1)	3	14.3% (5)	2	5.7% (2)	1	
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13. Food variety is appropriate.

5	45.7% (16)	4	34.3% (12)	3	11.4% (4)	2	5.7% (2)	1		NO RESPONSE	2.9% (1)
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14. Food is served at the proper temperature.

5	45.7% (16)	4	34.3% (12)	3	11.4% (4)	2	5.7% (2)	1		NO RESPONSE	2.9% (1)
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Robin McClintock, CTRS, CALD - Mendelson Home
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

CENSUS INFORMATION: As of August 16, 2023	
NUMBER OF RESIDENTS	50
TOTAL NUMBER OF ADMISSIONS 2023	31 (4 respite)
FROM CAMPUS 2023	17
TOTAL NUMBER OF DISCHARGES 2023	36
DISCHARGES TO CAMPUS FACILITIES 2023	8
OFF CAMPUS DISCHARGES 2023	10 (3 respite)
NUMBER OF DEATHS 2023	18

MAJOR ACTIVITIES FOR RESIDENTS

- On July 10th, the Mendelson Chimes Choir performed at the Oakland County 4-H Fair. Ten of the residents joined the Fox Manor Chimes Choir to perform at the fair for Senior Day.
- The Chimes Choirs will also be performing at the end of August under the Pavilion for the residents at Clausen, Mendelson, and Fox.
- Throughout the summer the residents have been participating in many outdoor activities: Gardening, socials on the patio, entertainment under the pavilion, outdoor games, golf cart and boat rides.

MAJOR FACILITY ISSUES

COVID-19 Strategies

- MDHHS has removed most of the COVID-19 rules that were in place. If a resident tests positive, testing will have to begin. If contact tracing limits the possible exposure to others, only those in contact would need to be tested. Isolation protocols remain unchanged for a resident and staff with COVID-19.
- Vaccination status no longer needs to be tracked.
- Reporting occurs only to the Oakland County Health Department if a resident or employee tests positive.

COVID-19 Cases:

- Residents: 2023 = 3
- Employees: 2023 = 3

TRENDS

- Average Age: 88
- Average Length of Stay: 664 days
- Currently there are thirty-nine women and eleven men.
- There are no married couples living at Mendelson.
- There are no residents currently receiving hospice. In June there were seven residents on hospice. All have passed away between June and August.
- Forty-six residents utilize the services of Dr. Grivej.
- Occupancy YTD 2023: 83.3% Budgeted occupancy 2023: 89.2%

DIRECTOR'S ADDITIONAL THOUGHTS:

- The census is fluctuating. There are currently ten openings. Three admissions are scheduled in the next two months and three more potential admits are being worked on. Four discharges are planned (one due to death, and three to other levels of care at LSC). The census fluctuations due to the number of deaths Mendelson has experienced this year is concerning. It is very hard to make up for 36 discharges.
- There is currently one resident under respite care.
- Admissions from referral sources: five

DIRECTOR'S ADDITIONAL THOUGHTS (continued):

- Staff Openings: 1 part-time day shift, 1 part-time afternoon shift, 1 full-time afternoon shift (not filling right now)
- Mendelson, Clausen, and Lourdes have had some issues (not getting timely results, attitudes from phlebotomists) with our lab services provider. We will be switching to a new lab provider beginning on September 1st.
- Mendelson, Clausen, and Lourdes also made a change in our psychiatric/behavioral health providers due to issues with the previous company.
- Please see attached for the Family and Resident Satisfaction Surveys.

STAFFING (All categories not applicable at all facilities)		Days	Afternoon	Midnight
DIRECT CARE		Total Direct Care staff: 29 resident assistants		
STATE REQUIREMENTS		There are no state requirements. Staffing is mandated to be whatever is needed to provide care based on the acuity of the residents.		
FACILITY GOALS (at budgeted occupancy)		6.0	5.5	4.0
ACTUAL STAFFING		6.0	5.5	4.0
RN	1 full-time (shared with Clausen) 1 part-time			
DIETARY	1 full-time Manager, 3 cooks, 6 servers/dishwashers, 1 stock (some positions are shared with Clausen)			
ACTIVITIES	1 full-time director, 1 assistant, 1 contingent assistant			
HOUSEKEEPING	1 full-time Supervisor, 2 part-time (Supervisor shared with Clausen)			
HOUSEKEEPING/ROOM ATTN	2 full-time			
ADMINISTRATION	6 (3 are shared with Clausen)			



MENDELSON RESIDENT SATISFACTION SURVEY 2023

Sent: 23 Returned: 17 Return Rate: 74%

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor, N/A = Not Applicable

1. How satisfied are you overall with the services you are receiving at Mendelson Home (MH)?

5	70.5% (12)	4	23.5% (4)	3	6.0% (1)	2		1	
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2. How likely are you to recommend MH to others?

5	76.5% (13)	4	23.5% (4)	3		2		1	
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3. I feel I am respected by the staff at MH.

5	76.4% (13)	4	6.0% (1)	3	17.6% (3)	2		1	
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4. I feel I am well cared for.

5	88% (15)	4	6.0% (1)	3	6.0% (1)	2		1	
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5. The facility is clean and bright.

5	94% (16)	4	6.0% (1)	3		2		1	
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6. My room is kept clean and tidy.

5	65% (11)	4	6.0% (1)	3	29% (5)	2		1	
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7. The facility is safe and well-maintained.

5	94% (16)	4.5	6.0% (1)	4		3		2		1	
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8. Maintenance staff respond timely to resident needs.

5	65% (11)	4.5	6.0% (1)	4	29% (5)	3		2		1	
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9. Residents are encouraged to participate in activities.

5	76% (13)	4	24% (4)	3		2		1	
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10. Activities are enjoyable.

5	41% (7)	4	12% (2)	3	29% (5)	2	6% (1)	1		N/A	12% (2)
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11. Activities are appropriate for my interests.

5	35% (6)	4	35% (6)	3	12% (2)	2		1	6% (1)	N/A	12% (2)
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12. The food is satisfactory.

5	35% (6)	4	29% (5)	3.5	6% (1)	3	12% (2)	2	18% (3)	1	
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13. There is a variety of food served.

5	29% (5)	4	35% (6)	3	24% (4)	2	12% (2)	1	
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14. The food is nutritious.

5	35% (6)	4.5	6.0% (1)	4	24% (4)	3	12% (2)	2		1		N/A	24% (4)
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15. The clinic staff (nurses and clinic techs) respond promptly to resident concerns.

5	88% (15)	4	12% (2)	3		2		1	
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16. The nurses are knowledgeable about the resident.

5	88% (15)	4	12% (2)	3		2		1	
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MENDELSON FAMILY SATISFACTION SURVEY 2023

Sent: 35 Returned: 13 Return Rate: 37.1%

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor, N/A = Not Applicable

1. How satisfied are you overall with the services you are receiving at Mendelson Home (MH)?

5	69.2%	4	30.8%	3		2		1	
	(9)		(4)						

2. How likely are you to recommend MH to others?

5	84.6%	4	15.4%	3		2		1	
	(11)		(2)						

3. I feel my loved one is respected by the staff at MH.

5	76.9%	4.5	7.7%	4	15.4%	3		2		1	
	(10)		(1)		(2)						

4. I feel my loved one is well cared for.

5	69.2%	4.5	7.7%	4	23.1%	3		2		1	
	(9)		(1)		(3)						

5. The facility is clean and bright.

5	100%	4		3		2		1	
	(13)								

6. My resident's room is kept clean and tidy.

5	61.5%	4.5	7.7%	4	23.1%	3	7.7%	2		1	
	(8)		(1)		(3)		(1)				

7. The facility is safe and well-maintained.

5	92.3% (12)	4	7.7% (1)	3		2		1	
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8. Maintenance staff respond timely to resident needs.

5	84.6% (11)	4	7.7% (1)	3		2		1		N/A	7.7% (1)
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9. Residents are encouraged to participate in activities.

5	84.6% (11)	4	7.7% (1)	3	7.7% (1)	2		1	
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10. Activities are enjoyable.

5	69.2% (9)	4	15.4% (2)	3	7.7% (1)	2		1		N/A	7.7% (1)
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Comments: Probably very good but mom says she doesn't go. Judy Judge

11. Activities are appropriate for my interests.

5	46.1% (6)	4	23.1% (3)	3	15.4% (2)	2		1		N/A	15.4% (2)
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12. The food is satisfactory.

5	46.1% (6)	4	15.4% (2)	3.5	38.5% (5)	3		2		1	
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13. There is a variety of food served.

5	46.1% (6)	4	30.8% (4)	3	7.7% (1)	2	15.4% (2)	1	
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14. The food is nutritious.

5	53.8% (7)	4	23.1% (3)	3	15.4% (2)	2		1		N/A	7.7% (1)
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15. The clinic staff (nurses and clinic techs) respond promptly to resident concerns.

5	69.2% (9)	4	23.1% (3)	3	7.7% (1)	2		1	
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16. The nurses are knowledgeable about the resident.

5	69.2% (9)	4	15.4% (2)	3.5	7.7% (1)	3	7.7% (1)	2		1	
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Rebecca Latta, Director – Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

Michigan Wage Pass-Through Program – On July 31, 2023, Governor Gretchen Whitmer signed the FY 2023-2024 budget that extended the program through October 1, 2024. The Wage Pass-Through Program will be effective on October 1, 2023, and has the following changes:

- An \$.85 increase will be provided to the per hour wage rate for “direct care/clinical workers” in qualifying SNF’s, AFCs, and HFAs. This would increase the current rate from \$2.35 to \$3.20.
- An \$.85 per hour boost for “non-clinical staff in SNF’s. This wage increase is completely new to the Wage Pass-Through Program. “Non-clinical staff” are defined based on SNF cost reports. Staff with job classifications reported in the following categories will qualify for the program and thus the additional \$.85 per hour:
 - Other housekeeping
 - Other maintenance worker
 - Other plant operations
 - Other laundry
 - Dining room assistants
 - Other dietary workers
 - Other medical records
 - Other social services
 - Other diversion therapy
 - Beauty and barber
 - Gift, flower, coffee, and canteen worker.

Turnover – The average turnover of all four homes through August 2023 is 31%, in 2022 we were at 42%, a nice decrease from last year. Our staffing remains consistent with last year’s numbers.

Work Force

Recruiting –

We continue to seek new avenues to gain new talent to our community.

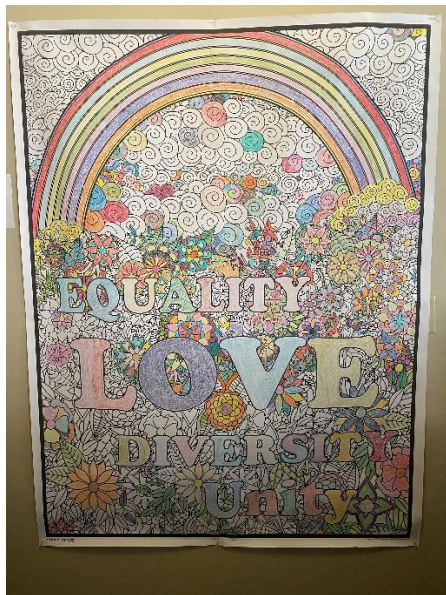
- Online recruiting – we continue to see an increase in applications and interviews for our open positions.
- HRIS Platform – coming in 2024.
- New Hire Bonuses – we have increased new hire bonuses for LPN/RN and CNA positions. Other open positions are reviewed pending the need and applications received.
- Response time – we are using a new method with online recruiting to increase our response time to less than 72 hours.

- On-Site Open Interviews – This is on hold as we have had so many applications through online recruiting.
- Facebook recruiting – we have had some success with posting Resident Assistant positions on Facebook.
- International hiring – We have requested two RNs through the agency.

Retention –

Our employees are our best asset. Retaining our current talent is a top priority.

- New Medical/Vision Benefits – Effective January 1, 2023, we moved to MBHB, Inc. with lower deductibles and lower costs.
- Wages – continue to monitor the market to ensure our wages are competitive.
- Reduced work weeks – This continues to be a popular benefit for our employees. We have had four successful transitions to a four-day work week.
- Same-day pay –We have not received enough interest to pursue this with our current payroll company. We have placed this on hold.
- Employee Engagement– We continue to have fun activities for our employees. Crossword puzzles, candy jar contests, and our annual picnic. The coloring poster has been a big hit at most of the homes with two of the homes completing theirs already.



This is all a work in progress, and we are constantly reassessing to see what other changes we can make to improve our employees' lives.

Requested Action: For Your Information

Workforce Assessment & Strategy Talking Points

Recruiting

Recruiting needs are stable in most areas,

- Rehab and Healthcare Center – Our hardest shift to fill is the afternoon shift which has always been a hard shift to fill. We currently have two openings for CNAs and no openings for nurses.
- Clausen Manor – no openings
- Mendelson Home – two openings for Resident Assistants.
- Indeed.com – using a 72-hour window strategy to contact applicants within 72 hours. Faster-paced to keep up with applicants wanting immediate interaction.
- New hire and referral bonuses are offered for almost every position.
- We have also used Facebook for recruiting and have been successful.

Retention

- Turnover - a decrease in turnover as compared to the same time last year. We have had some employees leaving to go out of state or looking for part-time/full-time on a shift that was unavailable at their current facility.
- Wage Analysis – We continue to be competitive in our wages as compared to other same facilities.
- Fun activities – quizzes, candy jar competitions, word searches, and doing things to break up the day. Treats.

Rebecca Latta, Director - Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

STAFFING:			
CLAUSEN MANOR	2021	2022	August 2023
HIRES	20	10	8
TERMINATIONS	18	18	10
TURNOVER RATE	86%	86%	43%
FTE'S*	13.4	15.3	16.7

FOX MANOR	2021	2022	August 2023
HIRES	7	12	5
TERMINATIONS	11	11	5
TURNOVER RATE	61%	57%	23%
FTE'S*	8.0	9.2	9.0

LOURDES REHABILITATION AND HEALTHCARE CENTER	2021	2022	August 2023
HIRES	32	31	17
TERMINATIONS	58	50	17
TURNOVER RATE	59%	51%	19%
FTE'S*	72.8	73.0	64.8

MENDELSON	2021	2022	August 2023
HIRES	25	36	23
TERMINATIONS	32	45	24
TURNOVER RATE	38%	71%	38%
FTE'S*	44.4	47.0	46.0

CAMPUS AVERAGE	2021	2022	August 2023
HIRES	21	22.3	13
TERMINATIONS	30	31	14
TURNOVER RATE	61%	66%	31%
FTE'S*	34.7	36.0	34.0

* FTE's are based on actual employee count.

Requested Action: For Your Information

Rebecca Latta, Director - Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

Breakdown of Terminations			
CLAUSEN MANOR	2021	2022	August 2023
Resident Assistants	16	15	10
RCC/LPN Supervisor	0	0	0
Activities Assistant	2	3	0
Total	18	18	10

FOX MANOR	2021	2022	August 2023
Housekeeping	3	5	1
Dietary Aides	7	5	4
Massage Therapist	1	0	0
Administration		1 (retire)	0
Total	11	11	5

LOURDES REHABILITATION AND HEALTHCARE CENTER	2021	2022	August 2023
Nurses	16	15	8
Nurse Aides	20	13	6
Housekeeping/Laundry	5	9 (1 retire)	1
Dietary	13	5 (transfer to unidine)	0
Administration	3	5 (2 retire)	1
Activities	1	3	1
Total	58	50	17

MENDELSON	2021	2022	August 2023
Resident Assistants	22	30	15
Dietary	4	9	4
Activities	3	3	2
Administration	0	1	1
Housekeeping	2	2	2
Massage Therapist	1	0	0
Total	32	45	24

Total all four facilities	119	124	56
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Requested Action: For Your Information

Maureen McGee, Administrator - Lourdes Rehabilitation and Healthcare Center
REPORT TO THE LOURDES SENIOR COMMUNITY BOARD
August 2023

Census 2023

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
MNG	12	10	13	14	13	13	12	12				
MCD	35	38	39	43	43	42	39	39				
MCR	15	13	10	7	8	8	8	9				
PVT	7	7	9	6	4	4	5	6				
OTH	0	1	1	0	0	0	0	0				
Total	69	68	72	70	68	67	64	66				

MNG – Managed Care

MCD – Medicaid

MCR – Medicare

PVT - Private

OTH – Other

QSO-23-02-ALL EXPIRED EFFECTIVE: June 5, 2023

Revised Guidance for Staff Vaccination Requirements Memo.

CMS published a final rule which ended the requirements related to Staff Vaccination for all provider types, effective on 8/05/23. This rule also states that CMS will not enforce the staff vaccination provisions between 6/05/23 and 8/04/23. Effective 6/05/23, surveyors will no longer assess compliance with these requirements.

COVID Vaccination Up to Date:

Up to date is defined as someone having received at least 1 Bivalent booster.

Data in through July 23, 2023:

Residents: 67.6%

National Average: 62.9%

Michigan Average: 63.8%

Staff: 18.8%

National Average: 25.8%

Michigan Average: 19.6%

Updated CDC Guidelines:

Interim Infection Prevention and Control Recommendations for Healthcare Personnel – May 8, 2023.

- Eliminate admission testing, testing only required if symptoms exist.

- Eliminate masking when transmission in the county is low.
- Visual aides to enhance good infection control practices.
- Outbreak response remained the same.
- Visitation is allowed during outbreaks.

Nursing Home 5-Star Report

Lourdes' star rating is currently at a 3 after the last refresh in July 2023.

- Percentage of short-stay residents with pressure ulcers/pressure injuries that are new or worsened. Lourdes was at 3.8 percent with the national average at 2.8 percent. (Data collection 10/1/21 – 9/30/22)
- Percentage of short-stay residents who were rehospitalized after a nursing home admission. Lourdes was 27.1 percent with the national average at 22.5 percent. (Data collection 10/1/21 – 9/30/22)

Strategic Imperatives:

Discussed with the Resident Quality Care Committee in May 2023.

- The star ratings of home care providers were updated after the April refresh. There have been no significant changes since the last report. Ratings will be shared with the Committee twice yearly. The Committee is looking for guidance on this strategic imperative.

Transition of Care/Care Management Approach

- Draft process attached.

Transitions of Care:

Acute Care – referral reviewed and accepted if appropriate.

Assess

SNF – Receive verbal report from the hospital.

Admit patient and verify orders based on the After Visit Summary

Nursing assessment completed.

Social Services

Food Service

Therapy

Activities

Baseline Careplan Developed

Educate (Family/Caregiver)

72-hour care conference – review plan of care and begin discharge planning

Community Assessment – home care, pharmacy, primary care physician – what services did you have in place.

Select (Family/Caregiver)

Care Conference

Provide resident/family range of options for long term care, including housing options, Medicare/Medicaid programs, affordable and private pay.

Set up caregiver training as appropriate

Discharge

Plan in place – discharged to selected destination.

Re-evaluate

See attached policy/procedure



**LOURDES REHABILITATION
&
HEALTHCARE CENTER**

DEPARTMENT: CLINICAL	POLICY: TRANSITION OF CARE CALLS
APPROVED BY: QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT COMMITTEE	EFFECTIVE DATE:
APPROVED BY: QUALITY RESIDENT CARE COMMITTEE	EFFECTIVE DATE:

Policy:

Connect with the patient or caregiver within 48 hours post discharge to assess the patient's status and compliance with the plan of care and to answer any questions to prevent an unnecessary readmission or emergency department visit and improve patient satisfaction.

Procedure:

1. A designated staff member will review patient discharges in the last 48 hours to determine phone calls that need to be completed. The purpose of the call is to touch base with the patient and determine if needs are being met in their current location.
2. The designated staff member will use the attached script when making follow up phone calls. Any concerns or questions that need further clinical follow up will be forwarded to a clinical manager.
3. Calls will continue on a weekly basis for 4 weeks.

Script:

Hello, my name is _____ from Lourdes. I am checking in with you since you discharged home and wanted to see how you were doing.

1. How are you feeling?
2. Has home care made a visit?
3. Were you able to get your prescriptions filled?
4. Are you taking your medications as ordered?
5. Did you make a follow-up appointment with your primary care provider?
6. Do you know what symptoms to watch for that would mean you would need to call your primary care provider? (will have to know primary dx and symptoms)
7. Is there anything that we can assist you with?

Lourdes Rehabilitation and Healthcare Center

Satisfaction Survey June 2023

Please let us know about your stay at Lourdes Rehabilitation and Healthcare Center.

1. How would you rate the food?

- Excellent 6%
- Very Good 44%
- Good 19%
- Fair 19%
- Poor 12%

2. How would you rate how clean your room is?

- Excellent 19%
- Very Good 44%
- Good 25%
- Fair 12%
- Poor 0%

3. How would you rate how respectful the staff are to you?

- Excellent 38%
- Very Good 31%
- Good 31%
- Fair 0%
- Poor 0%

4. How would you rate how well the staff explains things to you?

- Excellent 20%
- Very Good 31%
- Good 25%
- Fair 12%
- Poor 12%

5. How would you rate the activities you participate in?

- Excellent 44%
- Very Good 50%
- Good 6%
- Fair 0%
- Poor 0%

David Krolkowski, Director of Finance
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

July 2023 YTD Financial Statements:

Statement of Operations – Entity-specific and consolidated financial statements for YTD ending July 31, 2023, are summarized below. The Consolidated Loss from operations was (-\$58,371) to a budget of \$13,282 an unfavorable variance of (-\$71,653). In the same period last year, we had a consolidated operating loss of (-\$743,944), favorable by \$685,573 year-over-year. The consolidated operating margin is -0.60% to a budget of 0.12%. The July 2023 YTD results are reflected by entity as follows:

	Actual	Budget	Variance	Operating Margin
Lourdes	(317,949)	(226,221)	(91,728)	-5.37%
Mendelson	57,835	122,285	(64,450)	2.72%
Clausen	45,076	21,203	23,873	5.48%
Fox	234,614	132,259	102,355	24.40%
Campus	(77,947)	(36,244)	(41,703)	0.00%
Total	(58,371)	13,282	(71,653)	
Consolidated Margin				-0.60%

Lourdes occupancy has operated at an average YTD level of 68.4 residents (68.4% of occupancy) with a Medicare/HMO mix of 22.5 residents or 32.9% of actual occupancy. We are receiving an average per day revenue on those payors of \$537, budgeted to be \$563, so we are seeing a \$26 decrease per patient day due to more managed-level payors.

On a YTD basis, Mendelson has operated at an occupancy rate of 86.45%, to a budget of 88.3% and Fox has operated at 93.72% occupancy to a budget of 88.9%, Clausen has a YTD occupancy rate of 88.35%, budgeted to be 90.0%. It should be noted that Fox is currently 100% full and occupied.

On a consolidated YTD basis, revenue is unfavorable (-\$978,131), and expenses are favorable \$906,478. We did, however, receive two unexpected civil monetary penalties related to April 2021 and September 2022. This resulted in fines of \$84.8K.

Efforts to reduce costs have been made with new vendors such as therapy resulting in lower contracted rates. Property Taxes are going to be a challenge going forward if the results are not in favor of Lourdes. Summer taxes have resulted in \$15K per month starting in July, which we are required to pay before our case goes to the tax tribunal. The CCRC license will lessen the burden if we are found liable resulting in a savings of approximately \$85K per year.

Statement of Financial Position - Consolidated operating cash as of July 31, 2023, is \$3.3MM.

We have received the majority of the ERC Credit of \$3.427M. In addition, we have received \$239K in interest from the IRS. To take advantage of the higher interest rate environment, and our most recent inflow of cash, we have entered into a SWEEP agreement and are yielding approx. 4.98% interest resulting in around \$14K per month. Philanthropy efforts for seven months totaled about \$183.6K and netted down to (-\$58K) when factoring in direct costs to raise the contributions (excluding salaries) and utilization of the funds. Investment valuations increased \$1.59MM, a 5.84% return from December 2022. A/R has decreased (-\$331K) from December 31, 2022. This is because of bringing our billing 100% in-house resulting in lesser days in accounts receivable.

SBA/IRS – Paycheck Protection Program 1 and 2

We applied for a program through MDHHS where we can receive health benefit enhancements for our direct care workers at Lourdes. We have applied for \$330K to be spread over two years on various enhanced benefits. We were unfortunately denied by this program.

As stated above we have received the majority of the ERC money \$3.427MM including additional interest and are expecting to receive another \$700K.

The PPP loan of \$2,051,000 was officially forgiven on June 5, 2021.

HHS Stimulus Provider Relief Funds and Grant Opportunities

We applied for and received grant funding related to COVID for 2020, 2021, 2022, and 2023. COVID testing reimbursement ended as of May 11, 2023.

Total for 2020 = \$3,579,000
 Total for 2021 = \$902,971
 Total for 2022 = \$336,808
 Total for 2023 = \$33,127

Source of Funding 2023	Type	Lourdes	Mendelson	Clausen	Fox	Consolidated
covid testing reimbursement	Grant	\$ 24,167	\$ 7,813	\$ 1,148	\$ -	\$ 33,127
CMP Grant Air Purifier		\$ -				\$ -
HHS Grant		\$ -	\$ -	\$ -		\$ -
Total of all received funds		\$ 24,167	\$ 7,813	\$ 1,148	\$ -	\$ 33,127

Audit Status / Tax Return / Cost Report:

The 2022 financial audit by Plante Moran was approved by the audit committee. We received a clean unmodified opinion. The tax returns and cost report were submitted and accepted.

2023 Capital Spend:

As of July 2023, the total capital spend was \$303K compared to a budget of \$741.5K.

2023 Continuing Support Fund:

The continuing support committee met on December 15, 2022. The committee approved spending for 2023 of \$121K based on the residents at the time who applied. In 2023, we have spent about \$45.2K thus far. Since Lourdes Rehabilitation has been added to the charter. An additional spend totaling the budget of \$247.7K may occur for Lourdes in 2023 on a case-by-case basis based on the updated charter. In addition, the committee may want to explore adding to the charter additional help or courtesy discounts for residents who may need lesser financial assistance. Through July 2023, we have given courtesy discounts of \$76.3K.

Other:

Rich will give us an update on the Waterford Township property tax decision.

Wendy Mosella, Director of Development
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

Philanthropy Committee Meetings

The remaining Philanthropy Committee meetings for this year are scheduled for September 22nd and December 21st.

Events

Golf for Lourdes Results for 2023
96 Golfers
Profit \$39,075.00
Played at local Fountains golf course with great reviews from guests.

Grants

The Mary Thompson Fund \$7,500 awarded for Clausen Manor's Tovertafel
(New Funding Source)
Catholic Foundation of Michigan – application pending

Healing Garden

The Healing Garden is in its final steps of completion. A Blessing will be held up on its opening. Details to follow.
Final steps are being taken for donor dedication plaques and the tile project.

Direct Mail

- Lapsed donor appeal was completed mailed to 560 lapsed donors.
Revenue is \$3,875.00 with an average gift size of \$387.50.
Response rate of 1.79%
- Continuum newsletter is currently at the printer and dropping this month.
- Year End appeal will arrive in late November including response device.

Raffle

Cash Raffle to begin in September with a chance to win up to \$25,000. If we sell less than 1,000 tickets prize will revert to a 50/50.

Notable Gifts

Forte Family - \$25,000 for renovation of Mendelson Salon
Filoramo Family - \$5,000 Safely You Installation personal room at Mendelson
Gifts to date total \$183,600.00

Colleen Burke – Director of Clausen Manor
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

CENSUS INFORMATION: As of July 31, 2023	
CURRENT NUMBER OF RESIDENTS	18 (4 receiving hospice)
TOTAL NUMBER OF ADMISSIONS 2022	13
FROM CAMPUS 2022	5
TOTAL NUMBER OF ADMISSIONS 2023	12
FROM CAMPUS 2023	6
TOTAL NUMBER OF DISCHARGES 2022	16
DISCHARGES TO CAMPUS FACILITIES 2022	1
OFF-CAMPUS DISCHARGES 2022	3 (1 back home with husband, 1 back home at end of life, 1 closer to son)
NUMBER OF DEATHS 2022	12 (all under hospice services)
TOTAL NUMBER OF DISCHARGES 2023	8
DISCHARGES TO CAMPUS FACILITIES 2023	1
OFF-CAMPUS DISCHARGES 2023	2 (return to family home, to other AL)
NUMBER OF DEATHS 2023	5 (four on hospice, one at hospital)
MAJOR ACTIVITIES FOR RESIDENTS	
<ul style="list-style-type: none"> • Tovertafel, funded through donations and a grant has been installed. • After more than 15 years of working with the Clausen residents, Laurie Herman our music therapist, has stepped down. We are working on securing a new music therapist. • Deacon Paul Latcha continues to meet the pastoral needs of Clausen residents through in-person visits with the residents every Tuesday and Thursday. He also says the Rosary with them. Mary from Pastoral Care now does 1:1 visits with those residents who have fewer visitors and passive activity participation. All residents will be anointed in the next month. • Outings, picnics, golf cart rides, and boat rides will continue through the summer and into fall. 	
MAJOR FACILITY ISSUES	
<ul style="list-style-type: none"> • SafelyYou cameras have been installed in all the rooms and permission to use them has been received from all but two families. • After almost 30 years the resident rooms are in the plan for upgrading. This will include new light fixtures in the main bedroom, new sinks and countertops, bathroom light fixtures, and hardware. • The carpet in the main area and the paint also need to be addressed along with A/C in the kitchen and HVAC in the apartments. 	
COVID 19 UPDATE 2023	
<ul style="list-style-type: none"> • Residents: confirmed = 0 Probable = 0 • Staff: 0 • Employees and visitors are not required to screen when they arrive for work/visit. Face masks are no longer required. 	
FLU SHOTS:	
<ul style="list-style-type: none"> • Gearing up for 2023/24 flu shots. 	

<p>TRENDS</p> <ul style="list-style-type: none"> • Average Age: 85.33 (men=78, women=88.15) • Range of ages: 63-101 • Length of Stay: 591 Days • There are currently 5 men and 13 women. We have a married couple and two sisters. • All 18 residents are under the care of Dr. F. Salloum (our Medical Director). • Four residents receive services from Mercy Hospice. • Occupancy END 2022: 81.5% Budget 2022: 87.5% YTD 2023: 87.3% Budget 2023: 90%

DIRECTOR'S ADDITIONAL THOUGHTS:

- In June we had a complaint survey conducted. While the complainant is never released by the state, I am pretty sure it was an employee who we fired. The complaint filed was involving a male resident who was inappropriate with one of our female residents daily. We had changed his meds through his physician, the psychiatrist's NP had changed meds, Mary Hyde our SW and I had talked with him and his family numerous times. In early June we had given his family a letter of discharge. He moved out at the end of June. We received three citations from this complaint. 1. Failure to update his assessment. 2. Did not protect the female resident. 3. Interventions regarding this behavior were not acceptable. As of today, 8/17/2023, I do not have the formal paperwork to begin the plan of correction. Janet Burns, our nurse, and I have discussed some of what we will do but cannot plan anything until we get the paperwork.

STAFFING (All categories not applicable at all facilities)	Days	Afternoons	Midnights
DIRECT CARE	Total of 20 team members		
STATE REQUIREMENTS	3.0	2.0	2.0
FACILITY GOALS (census of 18)	4.0	4.0	2.0
ACTUAL STAFFING	3.8	3.5	2.0
RN	Shared with Mendelson		
DIETARY	Shared with Mendelson		
ACTIVITIES	1 FT		
HOUSEKEEPING/DIETARY	1 70 hours per pay		
ADMINISTRATION	1 (+ share LSC Campus MSW and Admissions Coordinator)		

RESIDENT STORY: Fr. Mike moved to Clausen Manor about two months ago. Fr. Mike is a retired Benedictine priest (do priests ever really retire?). His mother was our 7th admission to Clausen Manor when we opened in 1995. Fr. Mike is the third child of four born to James and Helen Patricia Green. His mother had dementia, his oldest sister died recently with dementia and a number of aunts and uncles have lived with dementia. His younger sister, Cathy, is a faithful sister and a regular visitor. The Benedictine priests and brothers from Oxford visit him routinely and he enjoys these visits. Fr. Mike has many, many friends having served in Oxford, MI for many years. He is well traveled and loves to talk about his travels to Rome, Egypt, throughout Europe and Asia. Father served with the local Right to Life organization and the Oxford/Lake Orion Knights of Columbus and in Rome for the Benedictines. One of his greatest stories is when he met Pope John Paul II. Fr. Mike attended St. Scholastica grade school and Benedictine High and then years later returned and served as pastor, including managing both St. Scholastica grade school and Benedictine High School. He celebrated mass for the Dominicans in Oxford and at Lourdes over the years. When his mother was here he celebrated mass every Saturday at Clausen Manor. He is a great fit at Clausen where his behaviors, while challenging, are the reason Clausen Manor is so necessary.

Rich Acho, President and CEO
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2023

General

Can you believe Summer is almost over? Hope everyone is enjoying the last part of Summer. We have been hard at work on our Healing Garden, and I am happy to report it is 90% complete. We have already had some team members and residents enjoying the space. Our technology initiative is underway as well. Our SafelyYou cameras are installed at Clausen Manor and they have been capturing falls. We have had some teaching experiences from these falls in an effort to minimize future falls. In addition to the cameras at Clausen, we have two cameras at Mendelson for one particular resident. We were fortunate to be able to purchase a brain stimulating gaming system known as Tovertafel for the residents at Clausen Manor. This has been well received by family members and residents.

CEO - Metrics

CEO PERFORMANCE METRICS AND KEY PERFORMANCE INDICATORS					
Assessed individual: Rich Acho					
			BELOW GOAL		
			WATCH - CAUTION		
			ABOVE GOAL		
2023 Performance Metrics	Target	2023 Q1	2022 Q1	2023 Q2	2022 Q2
Retention - Overall Campus turnover - reduce 7% YOY	56%	19%	66%	29%	66%
Occupancy - increase aggregate census above 2022	79.5%	84%	78%	85%	81%
Quality - Reduce # of citations that lead to denial of payment - 2022 year	12	0	0	0	0
Development - Increase net donations by 20% YOY , greater than 25% stretch, take out estates of \$28K and \$53K	\$ 208,383	\$ 51,877	\$ 34,239	\$ 104,862	\$ 65,815
Operating Margin - improvement of 5% YOY across campus or \$2.1M EBITDA stretch	-7.91%	3.01%	-5.66%	0.69%	-7.12%
Growth- Develop 2024 revenue growth plan and review by Q3 2023					

CEO - Update

Below is a snapshot of the items I am focused on at the current moment:

- Looking at leasing out the Lourdes Nursing Marian Hall space to another organization.
- Looking at decreasing Lourdes bed count by 23 beds – looking for an opportunity for the beds
- Met with Representative Mike Harris about pushing forward a bill that LeadingAge put together.

- Have met with the Dominican Sisters of Peace to determine a plan for the Convent, Vivian Via Rosa, and the rental home.
- We have met with individuals to quote the demolition of St. Jude home in order to construct ranch style individual homes.
- We have met with the owner of space near by where he plans to develop independent living apartments for seniors – Riverwalk Manor.
- We have submitted our petition to the Tax Tribunal (at the end of May) to fight our property tax ruling for Mendelson, Clausen, and the maintenance building. We are waiting to hear on next steps.
- Our new therapy partner officially began delivering services on July 1. It is expected to be a savings of approximately \$60K annually, in addition to better care delivery.
- We are searching for a Director of Nursing for the Lourdes Rehabilitation and Healthcare Center – Retirement of current DON early December.
- We hosted a DEI presentation for all supervisors, the management team and other employees who wanted to attend.



- Workforce recruitment/retainment changes to speed up the hiring process.
 - We have begun the process of recruiting two international RNs from the Philippines to join Lourdes – we anticipate them arriving in about 15-18 months.
 - The stats continue to indicate the worker shortage in the healthcare workforce will continue on.
- Marian Hall in the Lourdes building remains closed.
 - The Marian Hall remains closed under the Non-Available Bed Plan (NABP) until we concretely decide on next steps.
 - We have submitted our third NABP which will leave 23 beds offline thru October 2023.
 - We will have one more opportunity to extend those NABP's which would take us through April 2024
- New Marketing initiatives continue.
 - Looking at a TV station or a streaming service to air our commercial.
 - We continue to be more active on social media with daily posts, offerings, and other activities.

- We have sent out postcards. We also created a senior life magazine that has been developed and paid for by donors which is being used as marketing material and provided to residents.
- We now have a QR code for google reviews to increase positive reviews across the campus.
- We have hired an innovative marketing company to provide google SEO services to us and manage the website.
- Personnel changes – In an effort to combat the continued census challenges at the Rehabilitation Center, we have made some team member changes.
- Trinity Oakland – Maureen and I met with Deb Roberts at Trinity Oakland to discuss referrals and our continued census challenges. I brought forth information on how we rank compared to our competitors. It was a very meaningful discussion. We learned that in the near future, Trinity is going to only refer their patients to a few Rehabilitation Centers. We were told at this time we would be one of those. In addition, we were told that the first center which responds YES to a referral, will be the one to receive that referral as long as the patient didn't have a preference.
- Affiliation / partnerships / joint ventures – I have met with Ziegler to discuss our desire to potentially engage in a sponsorship transaction with another organization.

Dominican Sisters of Peace Founded Ministries Meeting

The next meeting will be held in Columbus in February 2024.

Governance and Nominating Committee

The committee met on August 8th, 2023. We discussed recruiting more board members onto our board, discussed board members terming off and some areas of expertise. A couple of other highlights:

- Sister Janice provided an update on the Dominican Sisters of Peace and the plan for the sisters residing next to the Lourdes property.
- Three new potential board members to be approved or denied at this meeting.
- We discussed the various committees and their respective charters.
- It was determined that board members who term off the board can serve on a committee, but not typically in the chair position.
- We discussed educational opportunities for board members – magazines, articles, CHA news and in person conferences.

Risk Management

We have an active lawsuit. We had a resident fall with a fracture in June 2022 who then left Lourdes and went to another nursing facility. She was with us for 5 days. She had a fall with fracture in our

care. A plan of action had been developed due to her fall, but she left to the hospital and never came back to us. She was 84 years old. She eventually did pass away in July 2022.

Complaint was received at Clausen and the state came in on 6/22/2023. A disgruntled employee called the state and brought up male resident that was in our care. He was trying to interact inappropriately with another resident. The family of the resident asked us not to allow this, and we did our best. We issued the male resident discharge paperwork. The state came in to investigate the claim. In addition, they investigated our Safely-You Camera System. Update: August 2023, we are waiting the final state report, but were told verbally, they will site Clausen for 3 items:

- 301.4 Assessment not updated.- The original plan of care for the resident was never updated as his behaviors changed. The POC needs to be updated annually or as needed.
- 305.2 Resident protection - We did not provide enough protection for the female resident.
- 307.2 Interventions to address issues were not acceptable - She felt we did not intervene correctly/often enough to address the issues in the complaint.

We anticipate a plan of correction to be completed and submitted to the State within 15 days of receiving their final report. They have allowed the “SafelyYou” cameras to be turned back on.

Information Technology

We will continue to upgrade network switches and aged devices across the campus.

Advocacy Group Participation

I am the board chair for the MEWA we created with LeadingAge called Mission Based Health Benefits.

I am part of a Senior Living Advisory Council with Marsh and McLennan. We meet quarterly to discuss the industry and the challenges we all are facing. We discussed the increase in lawsuits occurring across our industry.

Priests and Religious

Currently, one priest (Father Lang) resides at Fox Manor. He is serving as our campus chaplain in a part time capacity at the moment. We currently have one Dominican associate residing at Lourdes Rehabilitation and Healthcare Center.

Upcoming Events

10/30/2023 – Lourdes Governance and Nominating Committee

11/14/2023 – Lourdes Board Meeting

External Events

8/8/23 - 8/11/23 – Leading Age Leadership Institute

9/7/23 – CCSEM Annual Celebration

Personal Wellness

9/13/23 - 9/17/23 – Personal Wellness in Las Vegas

9/28/23 - 10/1/23 – Personal Wellness in Cancun

11/23/23 – 11/27/23 – Personal wellness in Marco Island

A. Governance and Nominating Committee

- The Governance and Nominating Committee met on August 8, 2023. The following topics were discussed:
 - DSoP update
 - Board/Committee member update
 - Members terming off
 - Committee membership
 - Ongoing board education

The next meeting date is scheduled for October 30, 2023.

Requested Action: Recommendation of Erin Asdell, Peggy Holden, and Paul Propson, as Board Members. See resumes attached. Recommendation to be sent to Corporate Members for approval.

B. Philanthropy Committee

- The Philanthropy Committee met on June 23, 2023. The following topics were discussed:
 - Annual program/lapsed donors
 - Grants update
 - Raffle
 - Website
 - Social media
 - Advertising

The next meeting date is scheduled for September 22, 2023.

Requested Action: For your information.

C. Quality / Resident Care Committee

- The Quality/Resident Care Committee met on May 17, 2023. The following topics were discussed:
 - Administrator's report
 - Facility reports
 - Lourdes' nursing report
 - Psychiatric services report
 - Strategic imperatives

The next meeting date is scheduled for September 20, 2023.

Requested Action: For your information.

D. Audit and Compliance Committee

- The Audit and Compliance Committee met on April 21, 2023. The following topics were discussed:
 - 2022 Audit
 - 2022 990 and Cost Report updates

The next meeting date is for November 3, 2023.

Requested Action: For your information

E. Finance Committee

- The Finance Committee met on April 12, 2023. The following topics were discussed:
 - Azimuth Investment presentation
 - Bond debt covenants
 - Ziegler Linkage Fund
 - Financial statements
 - Investment summary
 - Lourdes dashboard
 - COVID-19 financial implications
 - Waterford Township property tax update

The next meeting date is scheduled for August 23, 2023.

Requested Action: For your information.

F. Human Resources Committee

- The HR Committee met on May 9, 2023. The following topics were discussed:
 - Employee survey

The next meeting date is not scheduled at this time.

Requested Action: For your information

G. Continuing Support Fund Committee

- The Continuing Support Fund Committee has not met since the last meeting of the Boards.

The next meeting date is scheduled for December 14, 2023.

Requested Action: Recommend a motion to approve the Continuing Support Fund Committee charter revision of August 2023.

Erin Asdell
3326 Meinrad
Waterford, MI 48329
248-872-7376

Employment and Education Summary

Bachelor of Science Degree in Human Resource Development with concentration in Older Adult Services. Post college employment six years as Activity Director in skilled long term care facility. Activity Director Certification received through the Michigan Association of Activity Professionals. Hired at Catholic Social Services of Oakland County as a Supervisor in the federally funded Senior Companion Program. Responsibilities included training, field placement and supervision of low income older adults to work in nonprofit human service agencies. Developed training programs for seniors to understand Alzheimer's disease and related disorders, mental health issues, senior resources, the aging process and choices for healthy senior living. In 1996 hired as Supervisor of the Encore Adult Day Service Program at the Waterford Senior Center. Completed Program Assistant training and certification through the Michigan Adult Day Services Association (MASDA) and became active in this professional organization. Became certified as an Alzheimer's support group facilitator through the Alzheimer's Association. Waterford Senior Center position expanded into team leadership role within the departmental supervisor role. Responsibilities include working closely with all department supervisors to develop fundraising, community relations and programs for education to support senior health and recreation in the Waterford community. Promoted to current position as Coordinator to supervise daily operations of WSC under direction of the Waterford School District Department of Business Services.

Objectives

My goal is to continue the dual role of Coordinator and Adult Day Service Supervisor here at the Waterford Senior Center in support of the full spectrum of activities and services offered to the older adults in our community. It is essential that the partnership between the Waterford School District and the Township of Waterford be strengthened to guarantee the continuation of services as this population increases. It is also important to build on current partnerships and expand relationships with the private and public agencies and businesses serving older adults in our community.

Education

Oakland University Rochester Michigan
Bachelor of Science, Human Resource Development; Concentration Older Adult Services
Graduated Cum Laude December 1982

Current Employment

Waterford School District; Coordinator Waterford Senior Center
Supervisor, Encore Adult Day Services
September 1996-present

Professional skills

Training and supervision of Adult Day Service Assistants and volunteers.
Development of activity programs for Adult Day Services.
Participant and caregiver relations, intake and administration of Adult Day Services.
Alzheimer Caregiver support, both group and individual.
Community relations and fundraising for Waterford Senior Center.
Supervision of Senior Center Service Departments.

PEGGY HOLDEN

32291 Auburn, Beverly Hills, MI 48025 | 269-274-1293 | peggyholden28@gmail.com

PROFESSIONAL BACKGROUND

Packaging Development professional with extensive business, technical and management experience in the food industry. Background in strategic planning and directing technical efforts in product/package development and productivity improvement programs. Adept in agile project management skills to deliver results in competitive fast-paced environments. Knowledge of customer requirements in retail categories. Core competencies include:

- Cross Functional Collaboration
- Hiring, Mentoring & Team Building
- Data Integrity
- Supply Chain
- Packaging Materials Applications
- Technical Leadership
- Product Development & Launch
- Packaging Sustainability

PROFESSIONAL EXPERIENCE

KELLOGG COMPANY, Battle Creek, MI
Director, Packaging Shared Services

July 2001 – December 2018 (Retired)

- Key member of the global Product Lifecycle Management (PLM) team, setting strategy for Kellogg network. Collaborated with North American and European team members to identify and prioritize over 500 business requirements, understand fit gaps, and align on design direction.
- Technical lead for Packaging Sustainability, partnering with Chief Sustainability Officer on several initiatives including Kellogg's 2025 Global Packaging Sustainability Commitment addressing plastic waste and pollution. Represented Kellogg on the Consumer Goods Forum, Solid Waste Working Group. Provided guidance to Kellogg leadership team on the Global Declaration on Plastics, sponsored by the Ellen MacArthur Foundation, resulting in Kellogg becoming a signatory of this initiative.
- Technical lead for Packaging Data Integrity. Identified gaps and proposed improved processes to align with global business standards, elevating data accuracy for our customers.
- Trained with McKinsey consultants to develop analytical and business competencies around consumer, competitive and cost models to create value for consumers. Partnered with global team members to build 3 year pipeline of programs that drove value and improved gross margins.
- Represented Research & Development department on largest Kellogg IT project, the redeployment of SAP. Set direction for future state of SAP Recipe Management system, which impacted all ingredient specifications, food recipes, nutrition labeling, and packaging specifications. Throughout course of 3 year project, drove direction on key decisions to mitigate risk, and gain alignment across organization on scope and impact.
- Led team of packaging professionals, responsible for all packaging development projects for a \$2.4 billion division of the Kellogg Company.

ADDITIONAL RELEVANT EXPERIENCE

KEEBLER COMPANY, Elmhurst, IL
NESTLE, San Francisco, CA and Purchase, NY

EDUCATION

Graduate studies – MBA program, Loyola University Chicago
Bachelor of Science in Packaging, with honors, Michigan State University

PERSONAL EXPERIENCE

LOURDES AFFILIATION

- Parents were residents on the Lourdes campus 2003 – 2014. Aunt is a current resident of Fox Manor
- Past participant in campus activities, programs and golf outings
- Family has been the recipient of care & professionalism that reflect the Lourdes Senior Community Mission

Paul M. Propson

571 Brittany Court
Rochester Hills, MI 48309
313-670-5228
paulprops@sbcglobal.net

OBJECTIVE To apply my management and fundraising skills in a non-profit management environment in order to ensure that the good news of Jesus Christ is shared with all persons in the community in word and deed.

SUMMARY OF QUALIFICATIONS

- Have stabilized and grown Catholic Charities of Southeast Michigan by creating the Detroit Center for the Works of Mercy, the Residences at St. Matthew Permanent Supportive Housing and the Senior Outreach Food Program which together represent over \$20 million in additional impact in Detroit and southeast Michigan.
- Led Covenant Community Care in Detroit in its transition from a free clinic serving several hundred people to a federally qualified health center serving 22,000 people with 180 employees.
- Obtained more than \$10 million in grant funding for health center activities in four years as Development Director of Christian Community Health Center in Chicago.
- As Chief Operating Officer for Christian Community Health Center, prepared the annual budget for Board approval and managed the Finance Office of the not-for-profit organization with revenues in excess of \$7 million per year and over 120 employees.

EDUCATION

Masters in Business Administration, May 1996
Eastern College of Pennsylvania
B.A. Economics, May 1993
University of Michigan, Ann Arbor
Certificate, June 2014
UCLA/Johnson & Johnson Health Care Executive Program

RELEVANT EXPERIENCE

Chief Executive Officer, Detroit, Michigan, September 2019 to Present

Catholic Charities of Southeast Michigan

- Increased total revenue by over 25% in two years.
- Opened four new offices in the service area.
- Initiated affordable housing programs beginning with the Residences at St Matthew, a permanent supportive housing development in Detroit.

Chief Executive Officer, Detroit, Michigan, December 2007 to September 2019

Covenant Community Care

- Serving as first CEO of this community health center, grew the revenues from \$300,000 annually in 2007 to \$14 million in 2018
- Supervise a staff of 185 people at 8 locations in all aspects of operations for the community health center including development, finance, information technology, facility operations, human resources and billing.
- Serve the Board of Directors in developing a strategic plan for the health center and managing progress towards the attainment of this plan. Strategic Plan was updated in 2007, 2010, 2013 and 2017.
- Chair monthly executive team meetings to coordinate operating activities. Leadership team includes medical director, dental director, behavioral health services director, CFO and COO.
- Speak for the organization to media, government, foundation and peer organizations.
- Ensure the organization does not drift from its mission to show and share the love of God, as seen in the good news of Jesus Christ, by providing integrated, affordable and quality health care to those who need it most.

Chief Operating Officer, Chicago, Illinois, August 2003 to December 2007

Christian Community Health Center, Roseland Christian Health Ministries

- Supervise all aspects of operations for the community health center including development, finance, information technology, facility operations, human resources and billing.
- Present monthly financial statements to Board of Directors.
- Chair monthly administrative team meetings to coordinate operating activities.
- Manage organizational cash flow through approvals of salary increases and check payment for vendors.
- Scrutinize all health center activities for opportunities to increase revenue, decrease costs and improve services in quality and scope for low-income and uninsured patients.

Development Director, Chicago, Illinois, June 1998 to August 2003

Christian Community Health Center, Roseland Christian Health Ministries

- Began fundraising for health center when the organization had only \$200,000 in annual grant support in 1997.
- By 2001, without support staff, acquired five major federal grants totaling \$2.5 million per year.
- Additional city, state and local fundraising generated an additional \$1 million per year by 2001.

AWARDS AND ACTIVITIES

- **Eugene Miller Fellowship Awardee, McGregor Fund, 2014**

Launched in 2009 and honoring Trustee Emeritus Eugene Miller for his years of distinguished leadership, this program honors outstanding experienced leaders of McGregor funded nonprofit organizations in metropolitan Detroit.

- **Finance Committee Member, Saint Cyril and Methodius Slovak Catholic Church, Sterling Heights, Michigan, 2018 to Present**

Paint A Miracle is a not-for-profit art studio providing opportunities for persons with disabilities to excel in the visual arts.

- **Member, Knights of Columbus St. Nicholas Council, Sterling Heights, Michigan, 2015 to Present**

Serve as the Chief Counselor for the Columbian Squires which is a youth organization at the parish.

- **Board Member, Michigan Primary Care Association, Lansing, Michigan, 2015 to Present**

Michigan Primary Care Association advocates for the needs of the community health centers in the State of Michigan.

- **Board Member, Paint A Miracle, Rochester, Michigan, January 2002 to Present**

Paint A Miracle is a not-for-profit art studio providing opportunities for persons with disabilities to excel in the visual arts.

- **Parish Council, St. Thomas More Parish, Munster, IN, 2006-2007**

Served as a parish council member advising Father Mike in financial matters.

- **Lithuania Christian College, Klaipeda, Lithuania, January 1996**

Taught intensive undergraduate course on "Economics in Transitional Economies".

- **Missionary Cenacle Volunteers, Capulin, Colorado, August 1993 - June 1994**

Volunteered full time in a migrant farming community serving children and young adults through a Catholic mission organization.

XI. G. Continuing Support Fund Committee

The Continuing Support Fund Committee voted to revise the Committee charter to include modifications of language into the charter which allows LSC to grant up to a \$1,000 per month discount to residents' rent without getting approval from the Continuing Support Fund Committee. This is for several reasons:

1. Residents do not have the funds as they did in the past
2. They do not have two years to wait in order to receive some amount of funding to then apply for assistance with the fund
3. We want to ensure we are capturing all of our community benefit when we report on our 990 tax returns
 - a. We want this from a donor aspect when they view our 990's
 - b. We want this from a property tax standpoint for when we have our case heard at the tax tribunal
4. We have historically been granting less funding approvals to residents which is below our goal which is set annually

Requested Action: The Continuing Support Committee requests a motion from the Board to approve the revised Committee charter to allow for \$1,000 per month rent discounts.



Continuing Support Committee Charter

Purpose

It is the policy of Lourdes Senior Community to provide financial assistance for residents at Lourdes Rehabilitation and Health Care Center, Mendelson Home, Clausen Manor, and Fox Manor when the residents and families show financial hardship. The Continuing Support fund will provide yearly support based on the Continuing Support Fund's annual budget as determined each year by the committee. The basis for determining support will be based on income from all sources from the resident and family members. There is an expectation that family members will contribute based on their incomes, resources, and that they are ultimately responsible for the support of the resident.

Annual Budget

The annual budget will be determined by the rolling average of the last four quarters ending September of each year. The committee will apply a percentage to the average fund balance between 4% and 6% based on market conditions to preserve the fund balance. The amount determined will be for the annual budget year beginning January 1.

Fund Application for Mendelson, Clausen and Fox Manor up to \$1,000 per month

1. In an effort to grant support to residents who need immediate assistance either prior to move in or during residency, but only need up to \$1,000 in assistance, the Director of Finance and CEO can approve them to receive this "courtesy discount" without the approval of the Continuing Support members.
2. Due to the urgency needed in the decision-making process to admit the resident and because it is a relatively nominal amount, the committee does not need to approve this. Rather, the Director of Finance and the CEO will make this decision after reviewing financial information submitted by the resident or family.
3. The Director of Finance will update the committee annually on the total spend granted as "courtesy discounts" to residents.

Fund Application for Mendelson, Clausen, and Fox Manor up to fifty 50% of the rent

1. Residents and family members are required to complete an application to request support from the Continuing Support Fund.
2. Applications are available from the Campus Social Worker.
3. Applications should be submitted to the Continuing Support Committee via the Campus Social Worker when the resident is at or near a minimum of six months of available finances.
4. The committee will review the application form at least annually.

5. All required information, as listed on the application, is required for the application to be considered by the committee.
6. The Campus Social Worker and the Finance Department will review submitted applications to ensure that the required documents are present.
7. Incomplete information as determined by the Campus Social Worker or the Finance Department will be returned to the applicant for completion.
8. The committee, upon review of the application may reject the application if it is deemed the application is incomplete.
9. No decision for support can be made if the Continuing Support Committee has determined that the application was incomplete or lacked required supporting documentation.

Requirements for Fund Eligibility for Mendelson, Clausen, and Fox Manor up to fifty 50% of the rent

1. To be eligible to apply for the Fund, residents, upon admission to Lourdes Senior Community must have documented at least two years' ability to finance their living within Lourdes Senior Community.
2. There is an expectation that the family provide at least 50% of the request (rent plus medical premiums, minus resident's income from social security, investments, VA benefits, retirement funds, rents, or other forms of income.)
3. It will be agreed upon that all income received from the sale of real estate, or other assets, increases in social security, retirement plans, VA benefits, or other forms of assistance will be applied to the fund towards previous payments made by the fund.

Committee Review Process For Mendelson, Clausen, and Fox Manor up to fifty 50% of the rent

1. Committee meetings are scheduled on an as needed basis to review applications.
2. Each December the committee will review all current residents on the fund.
3. A summary of the facts and amount requested will be provided with relevant documents to the committee members prior to the meeting.
4. The Director of Finance will evaluate the support requested and approve the amount requested, modify the amount requested (up or down), reject, or request additional information.
5. The Director of Finance will determine the effective date of support from the fund.
6. A formal letter will be sent to all applicants directly or to the responsible family member of the decision of the committee signed by the Director of Finance.
7. The Director of Finance will inform the Directors of each building of the support amount and effective date.

8. It is expected that any stipulations set forth by the committee in order for the resident to obtain assistance from the fund (such as application for VA benefits, completion of other outside assistance, etc.) will be met within three months of the initial approval of the fund. Failure to do so could mean an immediate revoking of available financial assistance.

Yearly Expectations of Residents or Family of Mendelson, Clausen, and Fox Manor up to fifty 50% of the rent

It is expected that the resident or family notify Lourdes Senior Community of any additional funds received during the year to be applied to amounts paid from the Continuing Support Fund as follows:

1. Increase in benefits (social security, pension, and VA benefits).
2. Sale of resident's property such as the primary home or second home.
3. Inheritance or excess insurance proceeds from the death of a spouse.

Annual Review of Residents at Mendelson, Clausen, and Fox Manor up to fifty 50% of the rent

1. Each November all residents and family members of those residents on the CS fund will be expected to update all financial information for both the resident and the family member. Failure to comply will result in a loss of available funds for the resident.
2. Each December the committee will reevaluate each resident and their family member's financial information and recommend continued support at the current amount, increase or decrease the amount, or remove a resident from the fund effective January 1st of the upcoming year.
3. A formal letter will be mailed in December to the resident or responsible member of the committee's decision effective January 1st of the upcoming year.

Fund Eligibility for Lourdes Rehabilitation and Health Care Center

Residents of Lourdes Rehabilitation and Health Care Center do not need to complete an application as their support is considered short-term and is to cover certain circumstances. Residents of Lourdes Rehab and Healthcare Center can also be short-term residents receiving therapy.

Circumstances for funding residents at Lourdes Rehabilitation and Healthcare Center are the following:

1. Medicare Co-Pay daily rate due to no secondary insurance
2. Medicaid pending residents who may not get approval, or it does not retro back to the initial application date
3. Denial of payment situations where care is provided to residents however Lourdes is not being paid due to a survey issue.
4. Death of resident with a remaining balance but without an estate or any assets
5. Resident without access to their assets due to no POA who then pass away without the ability to collect
6. Fraudulent use of resident funds that we cannot get access to due to family members taking the residents' assets
7. Other circumstances deemed by the Director of Finance

The process to get approval for them would be cumbersome as their stay typically lasts less than 3 months. Therefore, the support to be awarded to the residents at Lourdes Rehab and Health Care Center will be determined by the Director of Finance and shall not exceed the Medicare Copay amount for the year, multiplied by the maximum number of Medicare co-payable days of eighty. For example, in 2023, this would equate to \$200 x 80 which is equal to \$16,000. If a resident has a need for continuing support that exceeds this amount, the Director of Finance will gain approval from the committee prior to funding the resident.

Compliance

In order to comply with the Red Flag rules to protect the personal and financial information of the residents and family, the following steps will be required when receiving and disbursing personal and financial information.

1. All personal information will be blacked out on each document received before being distributed to staff or members of the CS Committee.
2. Immediately upon receipt, the person receiving the information will remove or black out the following information:
 - a. Address
 - b. Social Security number
 - c. Bank account numbers
 - d. Investment account numbers
 - e. Credit card account numbers
 - f. Transactions that could expose personal or financial data
3. After the personal and financial information has been removed, the documents will be sent to the Director of Finance for analysis and additional review.
4. Upon review of the information, it is requested that all copies provided be destroyed. One copy of the documents will be kept in the office of the Director of Finance for audit purposes.

Annual Review of policy

The committee will review annually the continuing support policy.

Lead Staff

The committee will be supported by Director of Finance.

Revised August 2023
Revised December 2022

Ourdes Senior Community Boards

Tuesday, April 18, 2023, 10:30 p.m., LRHC Chapel

Note: Includes Board of Directors for Ourdes, Inc., Fox Manor, Clausen Manor (Ourdes Alzheimer's Special Care Center), Joseph T. Mendelson Assisted Living Home (Ourdes Assisted Living), Dominican Health Care and Ourdes Campus Fund

BOARD MEMBERS PRESENT

Richard Acho, President and CEO
Sister Janice Bachman, OP
Beth Cafaro (via Zoom)
Brian Condit, Chair
Linda Gifford
Henrietta Juras, MD
Steven Kastner (via Zoom)
Msgr. Michael LeFevre (via Zoom)
Lynne Lepisto-Golling, RN, MS
Joseph Manuszak
John Noone, Secretary/Treasurer
Barbara Mendelson, Vice President (via Zoom)
Sister Barbara Rund, OP

EXCUSED

Sister Peggy Martin, OP

STAFF PRESENT

Colleen Burke, Director, Clausen Manor
David Krolkowski, Director, Finance
Rebecca Latta, Director, Human Resources
Robin McClintock, CTRS, CASP, Director, Fox Manor and Mendelson Home
Maureen McGee, Administrator, Ourdes Rehabilitation and Healthcare Center
Jason Mize, Director, Plant Operations
Wendy Mosella, Director, Development and Marketing

GUESTS

Larry Kearney, Plante Moran
Jamie Timoteo, Plante Moran

CALL TO ORDER

The meeting was called together at 10:30 a.m. by Mr. Condit. A full quorum was present.

OPENING PRAYER

The leadership team led the group in prayer.

REVIEW OBJECTIVES AND AGENDA

Mr. Condit reviewed the objectives and agenda for the day. Larry Kearney and Jamie Timoteo of Plante Moran Living Forward were guests facilitating the retreat portion of the meeting.

INDUSTRY TRENDS

Larry Kearney and Jamie Timoteo reviewed the current senior living industry trends including the evolution of senior living, the state of the senior living industry, master planning, and future demographic trends. Rules of thumb that should be analyzed in the context of the market and financial analyses include a minimum of three independent living units for every 1 assisted living and memory care unit, along with 8 independent living, assisted living, and memory care units for every 1 nursing home bed. Much of the existing senior housing units are more than 25 years old. A master plan should be updated and reevaluated every 5 years. The master plan should have a clear vision for the future, use land efficiently, collaborate with stakeholders, ensure future viability, and be designed with the needs of the resident in mind for the quality of life. The decision that older adults make on where to live is based on being able to live close to an adult child, the value of the senior community, the experience that is offered, and the simplicity to understand exactly what they will get for their money. The average age at move-in for independent living is 81, assisted living is 84, and memory care is 82. The average length of stay in independent living is three years, in assisted living is just over two years, and in memory care is two years.

MARKET STUDY

Jamie Timoteo reviewed the results of the market study performed by Plante Moran. The study recommends the addition of independent living units based on the first baby boomers turning 80 in 2026. Additional independent living units would help to balance the currently heavy number of nursing home beds. The number of people utilizing nursing home services is decreasing across the US due to the desire to remain at home, decreasing

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hospitalization rates, decreasing lengths of stay in nursing homes, and staffing shortages. The suggested repositioning plan would add a 40-unit independent living apartment building as well as 22 duplex/triplex style cottages to the Ourdes' campus.

The study looked at seniors over the age of 75 with an income of at least \$84K per year. The results show the market supports the LSC proposed independent living project of 72 units. A summary of proposed monthly fees and current fees offered by LRHC and competitors was reviewed and compared to the entrance fee option. There are currently no entrance fee communities in the Ourdes market area. It will be important to test the consumer's willingness to pay an entrance fee through direct consumer research. An entrance fee tends to attract seniors who plan to make the senior community their home as they age through the different stages of life. Preliminary drawings show the potential for 22 duplex and triplex cottages and a 40-unit apartment building.

The meeting broke for lunch and resumed after 30 minutes.

Construction estimated and projected cost assumptions were reviewed. It was noted that a dining room was not included in the overview of the 40-unit apartment building, nor was there a chapel. Residents in the new building would have the opportunity to dine at Fox Manor. A covered walkway would connect the new building to Fox Manor. The total projected construction cost for the apartment building and the cottages is \$26.6 million. The consolidated stabilized net cash flow is projected to be \$612K. Operating results listing four scenarios of different assumptions were reviewed.

The Board members and staff broke out into groups to discuss the pros and cons of the market study and proposed construction project. The pros include the importance of moving forward with more independent living, Ourdes's financial strength, minimal staffing needed for independent living, meeting the future needs of the baby boomers, right sizes the community, helping to generate future cash flow, enhancing Ourdes's strong reputation, possible opportunity to expand to another location, the project can be done in phases over time, and the opportunity to add amenities for residents. The cons include the fact that there was no mention of other business opportunities in the master plan, the cottages do not generate revenue as the apartment building does, there was no mention of the amenities that seniors are looking for now, and the entrance fee may be confusing to potential residents.

The master plan should include utilizing Marian Hall at LRHC, utilizing the campus property efficiently without adding duplicative amenity spaces, while making sure that the housing options are attractive and affordable. Larry Kearney and Jamie Tomoteo left the meeting.

VISION STATEMENT

The Governance and Nominating Committee presented three updated vision statements via Survey Monkey to the Board members for their selection. The preferred option was "Ourdes' vision is to be the most trusted senior living service community in Michigan by providing comprehensive and individualized care to residents we serve by treating each person with compassion, respect, and dignity in a faith-filled environment". It was suggested that we say SE Michigan rather than Michigan. A vision statement is something to aspire to be and since Ourdes is already the most trusted in SE Michigan, all of Michigan is something to aspire to. A member suggested removing the word service that is currently before the word community. The consensus was to strike the word service, fix the grammar, and leave the remaining portion of the statement as is.

COMMITTEE REPORTS ON STRATEGIC IMPERATIVES

Updates to the strategic imperatives that were originally set at the 2022 retreat were presented by each Committee Chair. John Noone and David Krolikowski spoke to the Finance Committee imperatives. The technology

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assessment was prepared by Rich Acho. The spend is looking to be about \$550K spread over the next three years. Grants to cover technology for our residents may be available. As for the forward-looking financial proforma, two five-year projections were developed. The most optimistic approach at the time of development now seems quite attainable. The proforma has developed a financial baseline for the future. The insurer contract and relationship strategy requires a continuous look at other managed care payers. LRHC is negotiating a pay increase with one of the payers. The physical plant needs inventory was updated with a projected spend of \$2.05 million over the next ten years.

The Human Resource Committee reported that staffing has greatly improved with many open shifts being filled. The Committee is meeting in the second week of May to review the recent employee survey. This will be reported at the August Board meeting. A large poster will be placed in the breakrooms for staff to spend a few minutes coloring to destress. Statistically 210K jobs were lost in healthcare during the pandemic with a 13% decline in the nursing home workforce. Ourdes has begun the process to hire international nurses.

The Philanthropy Committee and the Development office will be mailing an appeal to the lapsed donors identified in Donor Perfect. Additional grants will be applied for. Planned giving events will be held. Regina Mayes is a great representative for Ourdes and has expanded her marketing efforts outside of the community. The website is being managed by a new company using a different platform, but the look will be the same. Ourdes Senior Community is now on Instagram along with Facebook. A senior living magazine was developed for Ourdes Senior Community as a marketing tool.

The Quality Resident Care Committee dove into the star ratings of local home health care providers in January. It was refreshed in March with little change. The Committee has begun looking at the transition of care from the hospital to Ourdes. Residents arriving at Ourdes are met by nursing, therapy, and social services to inform LRHC on the best way to help the resident move forward. A baseline care plan is developed within 48 hours and presented to the resident and family. An assessment of the services and support available to the resident once they are discharged to home. Within 7-10 days a second care conference is held to discuss a discharge plan. Ideally, LRHC would like to offer an evaluation to the resident once they have been discharged home to ensure that doctor's appointments have been made, home health care is checking in with the resident, and prescriptions are available if necessary. This could help prevent a hospital readmission.

The leadership team was excused. Steven Kastner and Barbara Mendelson left the meeting at 2:50 p.m.

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EXECUTIVE SESSION

DOMINICAN SISTERS OF PEACE

Mr. Condit and Mr. Acho met with the Dominican Sisters of Peace General Council members to review Ourdes' annual report. The recommendations of the DSoP for the coming year included developing a multi-year strategic action plan, continuing the succession planning, and seeking opportunities to include the Dominican charism initiative in the Board orientation materials.

The Dominican Sisters' 200th anniversary concluded with a celebration in Kentucky on April 15.

REPORT OF THE CHAIR

Mr. Condit reported that the HR Committee has continued to address succession planning. Mrs. Cafaro agreed, noting that the CEO and Development Director positions were filled. The Director of Nursing plans to retire in November. A search has begun for her position. The clinical manager is stepping down to become a contingent nurse. LRHC is actively searching for an assistant director of nursing who will eventually step into the DON position. The director of Clausen Manor has committed to retiring in May 2024.

Mr. Condit commented on the quality of the material that was presented by Plante Moran in the morning session. A summary of the comments will be compiled to assist in the master plan. Mrs. Gifford highly recommends starting to foster relationships with the independent living facilities that do not have skilled nursing to make LRHC the rehab of choice for their residents.

The Governance and Nominating Committee have identified three individuals who are interested in serving as a member of the LSC Board. The individuals will be presented to the Board in August.

The Board discussed the *c.*arius infection that has been found in a nursing home in Michigan. LRHC has had no known infections.

REPORT OF THE CHIEF EXECUTIVE OFFICER

On March 13, Mr. Acho and the attorney for LSC went to the township to appeal the property tax on Mendelson Home, Clausen Manor, and the maintenance building. Mr. Acho received notice last week that the township denied the appeal and further dispute must be taken up with the tax tribunal. The appeal to the tax tribunal must be applied for by the end of May.

LSC has hired a new therapy company to handle physical, occupational, and speech therapy for residents. The new company will begin on July 1.

The insurance billing is being brought back in-house rather than being outsourced. This will take effect on June 1.

Mr. Acho is moving forward with the licensing processes for LSC to become a life-plan community. This is a licensed CCRC. Becoming licensed allows for a portion of the property taxes to be exempt. This will be beneficial if the appeal to the tax tribunal does not get approved. One of the caveats with the state to become a licensed CCRC is that the organization must offer an entrance fee model to renters.

Mr. Condit asked about extending the non-available bed plan. The plan can be extended one more time for six months. After that time, if the facility chooses to continue to have those beds unavailable, they must be put up for one year. The timing and options for the unavailable bed plans will be laid out at the next meeting. Mr. Acho has

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begun conversations with Angela Hospice to see if the company would be interested in renting the space. Sr. Barbara noted that Senior Clergy Village which is run by the Felician Sisters is in need of more beds for priests.

Currently, LHRC has an agreement with Trinity Health to share the financial impact of a Trinity patient should they be discharged to LRHC but not become authorized for stay by their managed care. The cost of the SNF care would be split 50/50.

An update to the master plan of what was presented by Plante Moran at this meeting will be given at the August meeting.

CONSENT AGENDA

- Meeting minutes of February 7, 2023
- Management reports
- Committee reports
- Testimonials

MOTION: SR. BARBARA RUND, OP, MADE A MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED. DR. HENRIETTA JURAS SECONDED. ALL IN FAVOR. MOTION CARRIED.

ADJOURNMENT

The meeting adjourned at 3:45 p.m.

Brian Condit, Board Chair

Debi Batchelder, Recorder



2024 Lourdes Senior Community Boards Meetings

Date	Time	Location
Tuesday, February 6	1:30 p.m. – 4:30 p.m.	LRHC Chapel
Tuesday, April 23	10:30 a.m. – 4:30 p.m.	tbd - Retreat
Tuesday, August 7	1:30 p.m. – 4:30 p.m.	LRHC Chapel
Tuesday, November 19	1:30 p.m. – 4:30 p.m.	LRHC Chapel

BOARD EDUCATION

As part of the Governance and Nominating Committee's ongoing commitment to Board Education, a complimentary subscription to *McKnight's Senior Living* is available to you. Please let Debi Batchelder know if you would like a subscription.

McKnight's Senior Living

McKnight's Senior Living is a national media brand providing news, perspective, and analysis for owners, operators, and other leaders of seniors housing, independent living, assisted living, memory care, and continuing care retirement/life plan communities.

Mendelson Staff

Thank you so much
for the loving care you
gave to our parents -

Sally and Fred Zittel.

We know they were
blessed to be in your
care. We couldn't have
asked for anything
better.

♡ love -

The Zittel Family

Just saying *Thank You*
doesn't seem enough.
Hope you know
how much your
Thoughtfulness
is appreciated.

*The Family of
Sally Jean Zittel*

Entire Mendelson Staff -
We feel blessed to have had
so many kind caregivers
looking over Fred and Sally.
We cannot tell you how
good it felt whenever
one of you would stop and
talk to us, to inquire about
them or to just give us an
update. Each of you, in your
own special way, gave us
peace of mind knowing it
would be you tending to
their care. You are
simply the best. ♥

Thank You -
The Zittel Family

Just saying *Thank You*
doesn't seem enough.
Hope you know
how much your
Thoughtfulness
is appreciated.

*The Family of
Sally Jean Zittel*

Thank you all for taking such good care
of my Mom, Peggy Keating. I enjoyed
the stories you shared with me of the
relationships she was lucky to have with
many of you. I will keep you all and the
residents of Mendelson in my thoughts
and prayers. Sincerely,
Betsey Hillman



Colleen,

But anyone can see


that what you do makes

a beautiful difference.

Enclosed is a small token
of appreciation for the kind
work done at Clausen.

Thank you to all there making
resident's lives comfortable and
filled with kindness.

As always,
Mary-ellen



To Solve the U.S. Nursing Shortage Crisis, the Country Must Change Its Immigration Policies



Kaiser Permanente nurses and healthcare professionals hold placards on a picket line outside of Sunnyside Medical Center in Clackamas, Ore., on Jan. 13. The health care workers were picketing over what they said were critically low staffing levels. Elayna Yussen—Bloomberg/Getty Images

BY **ALEX M. AZAR** AND **KATHLEEN SEBELIUS** JUNE 5, 2023 8:00 AM EDT
Master Page 98 of 103 - Lourdes Senior Community Boards - August 29, 2023

IDEAS

Alex M. Azar II, a Republican, served as the 24th United States Secretary of Health and Human Services from 2018 until 2021.

Kathleen Sebelius, a Democrat, served as the 21st United States Secretary of Health and Human Services from 2009 until 2014.

The United States is about to learn the hard way what happens when an entire generation of nurses retires without enough new clinicians to fill their shoes at the bedside.

As a result, hospitals in the same country that performed the first successful kidney transplant and pioneered anesthesia and heart rhythm restoration will have no choice but to ration care.

That's the only way to describe what happened to an Alabama man who was **turned away from 43 different hospitals across three different states** before ultimately dying of a cardiac emergency 200 miles from home because no nearby system had an available intensive care bed it could staff. A spokesman for one hospital **said** the man "needed medical services that were not available."

And it's what happened to expecting mothers in **Idaho** earlier this year when the only hospital in the 8,000-person city of Emmett said it had become "**unsustainably expensive to recruit and retain** a full team of high-quality, broad-spectrum nurses to work." That followed an earlier decision by an **upstate New York** facility to pause its maternity services after struggling to recruit enough replacements to offset staff resignations and retirements. The terrifying reality is that providers in every corner of the country have closed beds, units, and even entire facilities over an inability to adequately staff bedsides.



PAID CONTENT

When You Eat Avocado Every Day, This Is What May Happen

BY GUNDRYMD

A nurse old enough to retire today has only known the U.S. health care system in a nursing shortage, but they'll tell you it's never been more challenging. It's a crisis in five parts, including increased demand for care by an aging population and workforce, restraints that hinder nurses from practicing at the top of their licenses, lingering burnout from the pandemic, an inability to educate enough new nurses, and a recently throttled pipeline of qualified international talent.

Read more: [The Unspoken Reason Why Many Doctors and Nurses Are Quitting](#)

To fill the gap in care left by retirements and burnout, federal economists calculate that the U.S. health care system will need to add at least **200,000 new nurses** every year through 2026. We'll be lucky to get half that. One workforce study predicted a shortage of more than **450,000 bedside nurses** within the next two years. And as providers grapple with this desperate reality, a zero-sum race to the bottom will emerge in which suburban and urban hospitals raid already overburdened rural systems and long-term care facilities for talent.

Nursing schools reject tens of thousands of applicants every school year. It's not because these would-be nurses failed to meet admission criteria—it's largely because the schools **don't have enough nurse educators** to train them. As limited instruction capacity squeezes the number of new matriculating nurses, hospitals have increasingly relied on foreign-educated nurses, who've grown to represent roughly 15% of the U.S. nursing workforce.

Employment-based health care immigration is a complex labyrinth of rules and regulations that doesn't make it easy or fast for an international nurse to emigrate and begin treating American patients. Under current law, international nurses compete for the same limited number of employment-based green cards within an enormous pool of applicants that include IT workers, lawyers, engineers, and architects. Unlike those other workers, nurses do not qualify for temporary visas. So, while many computer engineers from other countries apply for green cards after moving to the U.S. and working under an H1-B visa, nurses must complete the immigration process entirely overseas.

Under the best conditions, that's a multi-year process in which the nurse has passed English language and licensure exams, established a sterling overseas clinical record, and secured a job offer that has been demonstrated not to harm U.S. workers. Now, that timeline will grow significantly, thanks to a recent visa freeze instituted by the U.S. State Department.

The State Department tightly monitors the number of employment-based green cards issued against the remaining number for the fiscal year, which is set by

Congress and has been untouched since 1990. Post-pandemic resurgent demand for this category recently forced State to issue a notice of visa retrogression, an immigration term of art that refers to eligibility backdating when demand exceeds equilibrium. As a result, any nurse who became eligible for their green card after June 1, 2022—which amounts to thousands of nurses who have been winding through the system for upwards of two years—is ineligible to enter the country until the backlog has cleared. In practical terms, American hospitals won't be get the nurses they've been counting on any time soon.

Read more: [Why the U.S. Nursing Shortage Keeps Getting Worse](#)

Despite the urgency to get more nurses to the bedside, the State Department and the White House have zero discretion. The responsibility falls to Congress, which reserves the authority to issue visas and allocate them for specific immigrant preference categories. Each year, processing issues and other inefficiencies across various government agencies involved result in thousands of issued visas going unused. Health care advocates have begun pressing Congress to recapture some of these allocated-but-untouched green cards for the express use of immigrant nurses. There's precedent: Congress did just that in **2000** and **2005**.

More recently, one bipartisan proposal introduced last Congress, the Healthcare Workforce Resilience Act, would have set aside tens of thousands of these mothballing visas for nurses and doctors. But it didn't pass, and a new version has yet to be reintroduced. According to the nonpartisan Congressional

Research Service, there are roughly 220,000 employment-based visas that were available for recapture as of 2021.

The state of nursing in America is dire, and we're doing nothing to correct it. Every young American who wants to be a nurse should be encouraged but we deny them a spot in school. Every qualified international nurse who wants to bring their skills and passion to this country should be greeted with open arms but are instead slow-walked through a senseless bureaucratic queue. It doesn't make any sense.

The nursing shortage isn't a red-vs-blue, rural-vs-urban issue. It's not about the southern U.S. border or the gridlock that defines D.C. It's about a pregnant mother getting the care she and her baby deserve. It's about the heart attack patient not being turned away because the emergency room doesn't have the nurses to treat him. This is a whole-of-America crisis and we need a whole-of-government response, including a sensible loosening of licensing requirements, prioritize positive patient outcomes by modernizing the responsibilities and standards of nursing, supporting expanded educational opportunities, and enabling lawful employment-based immigration.