

# Lourdes Senior Community Boards



Tuesday, November 19, 2024

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: 884 4233 0415

Passcode: 320473

**Click for Zoom meeting (with video and audio):**

<https://us02web.zoom.us/j/88442330415?pwd=eNGvaEuzZffS8XqqVZbR7IF8EcpLbb.1>

## Agenda

Time	Subject	Presenter	Action/ Disposition	Supporting Document	Page
1:30	i. Welcome A. John Noone B. Dr. James Boal	Rich Acho	Welcome		
1:35	ii. Prayer	Leadership	Pray	Prayer	3
1:40	iii. FY 2025 Budget	John Noone David Krolikowski	Presentation	Presentation to be distributed	
2:10	iv. IL Expansion – Villa Project Update and Budget	Rich Acho Laura Hester	Update	Plans Budget Proforma	4-13 14-16 17
2:40	v. Strategic Plan	Rich Acho	Review	Plan	18-30
3:00	vi. Management Reports A. Plant Operations B. Human Resources C. Lourdes Rehabilitation and Healthcare Center (LRHC) D. Finance and Information Technology E. Clausen Manor F. Fox Manor G. Mendelson Home	Jason Mize Rebecca Latta Maureen McGee  David Krolikowski  Cori Sharrard Robin McClintock Robin McClintock	Information	Report Report Report  Report  Report Report Report	31 32-35 36  37-38  39-40 41-42 43-44
3:15	vii. Break				

# Lourdes Senior Community Boards



Time	Subject	Presenter	Action/ Disposition	Supporting Document	
<b>EXECUTIVE SESSION</b>					
3:25	VIII. Dominican Sisters of Peace	Sr. Janice Bachman, OP	Discussion		
3:35	IX. Report of the Chair	John Noone	Discussion		
3:45	X. Report of the President/ Chief Executive Officer 1. CEO Metrics and Key Performance Indicators	Rich Acho	Discussion	Report  CEO Metrics	45-49  50-51
4:00	XI. Committee Reports A. Quality Resident Care B. Audit and Compliance C. Finance 1. Budget 2. Villa Project D. Human Resources E. Philanthropy F. Governance and Nominating 1. Committee Member Invitation to February Board Meeting G. Continuing Support Fund	Linda Gifford Sr. Peggy Martin, OP John Noone  Erin Asdell Paul Propson John Noone  Rich Acho	Information  Motion/Approve Motion/Approve  Discussion	Report  See Agenda Item III and IV.	52-53
4:15	XII. Consent Agenda: A. Approval of August 27, 2024, Meeting Minutes B. Educational Article	All	Approve  Information	Minutes  “Opportunities, risks ahead for assisted living: Porter,” <i>McKnight</i> October 2024.	54-60  61-62
4:30	Adjournment				
<p><u>Lourdes Senior Community Mission Statement</u></p> <p>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.</p> <p><i>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.</i></p>					

## ***OPENING PRAYER***

**Reader 1** – Loving God, we come together as a community with hearts full of gratitude. As we gather for Thanksgiving in the coming weeks, we thank you for the many blessings that fill our lives. We are grateful for this time to reflect on your goodness and the gifts that surround us every day.

**Reader 2** – We thank you for the residents of Lourdes Senior Community. For their wisdom, their stories, and the lives they have lived so fully. May they feel loved, respected, and cherished today and every day.

**Reader 3** – We are grateful for the staff, whose hands and hearts serve with compassion and kindness. Give them strength and joy in their work, and bless them for all the ways they care for others with patience and love.

**Reader 4** – We thank you for the Lourdes Board of Directors, who continue to support our mission with their time, talents, and resources and give so generously.

**Reader 5** – We lift up the families and friends of our residents. We thank you for the bonds of love that connect us all and for the moments we share with those we hold dear. Bless each family with peace, comfort, and joy in this season of Thanksgiving.

**Reader 6** – For the beauty that surrounds us each day, both in this community and in the world beyond, we give thanks. May we find moments of joy and gratitude in nature's beauty, in laughter, and in the simple blessings of life.

**Reader 7** – As we reflect on the past year, we give thanks for the challenges that have taught us resilience, and for the joys that have filled our hearts. Help us to carry a spirit of gratitude forward, embracing each day with hope and love.

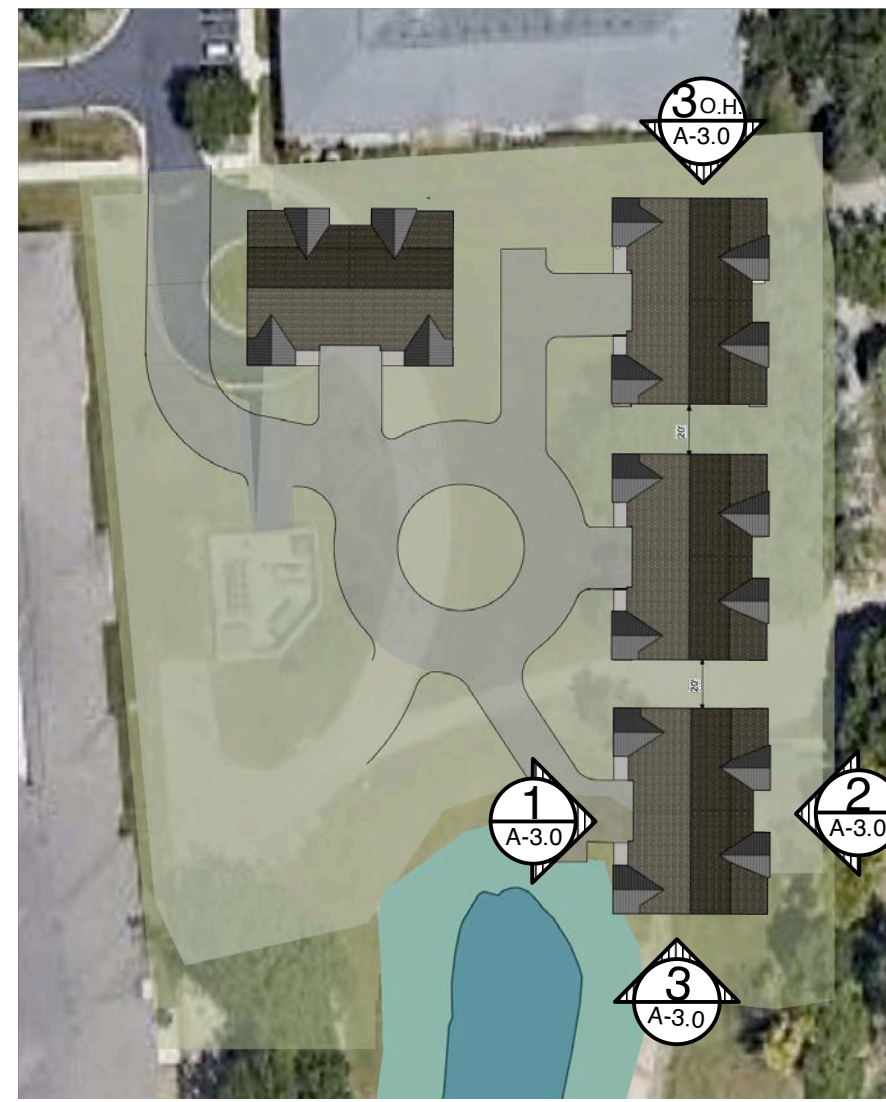
**Reader 8** – In this time of Thanksgiving, may we all feel a deep sense of connection to one another and to you, O God. Let our hearts be filled with peace, gratitude, and love, not only today but in every day to come.

**ALL** – We thank you, God, for the gift of Lourdes Senior Community. Bless this place and everyone in it. May we continue to support and uplift each other, sharing gratitude and kindness in all we do. Amen.



**LOURDES SENIOR COMMUNITY**  
**THE VILLAS**  
WATERFORD, MICHIGAN

*edmund london & associates, inc.*   
*architects & planners*



N  
KEY PLAN  
NO SCALE



3 EXTERIOR ELEVATION  
A-3.0 SCALE: 3/16" = 1'-0"



2 EXTERIOR ELEVATION  
A-3.0 SCALE: 3/16" = 1'-0"





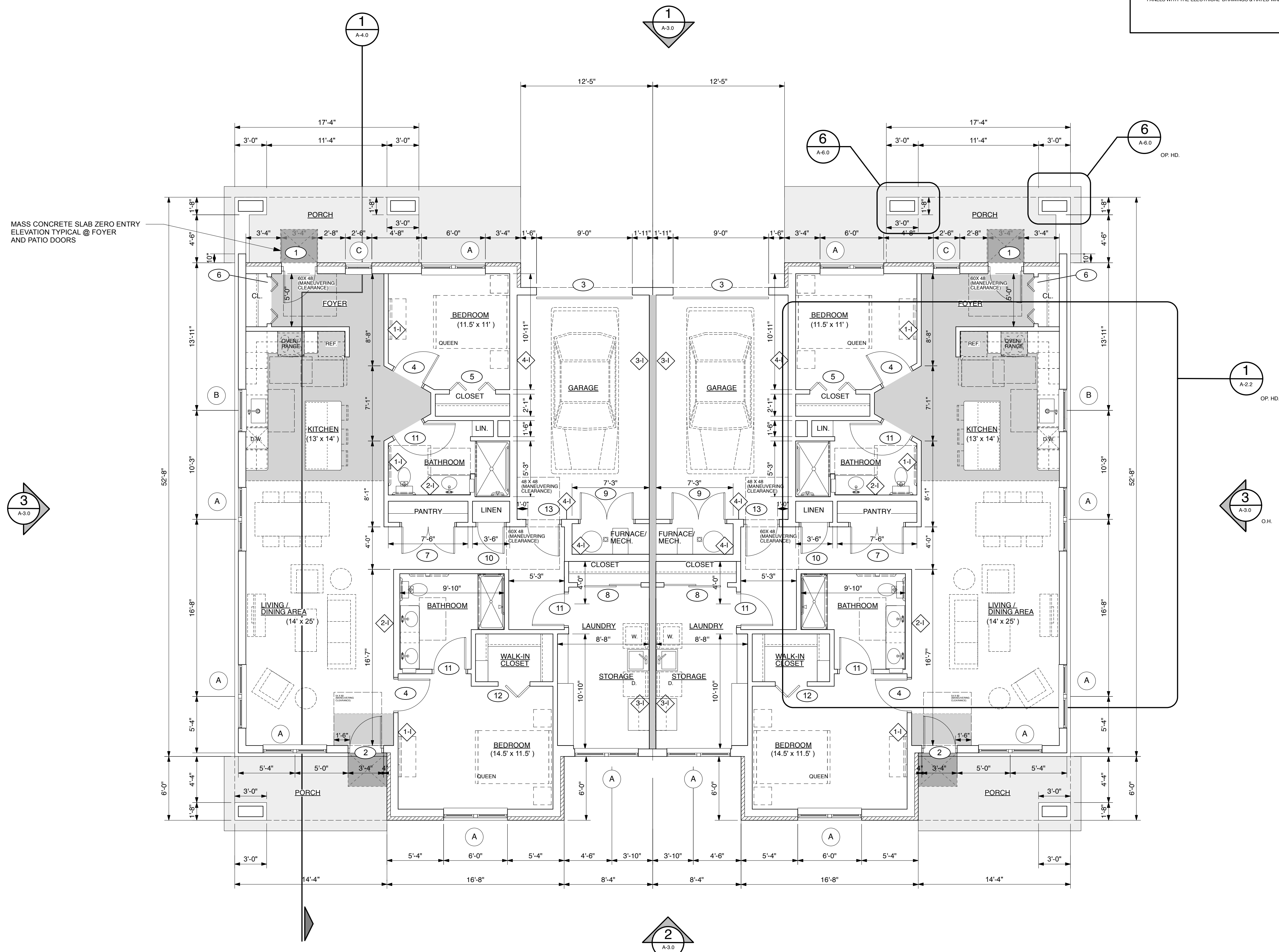
1 EXTERIOR ELEVATION  
A-3.0 SCALE: 3/16" = 1'-0"



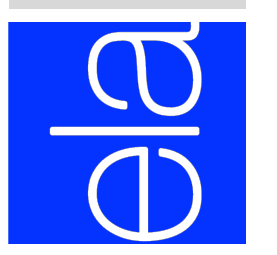
# villa unit - floor plan

(2 bedroom / 2 bath ) 1,880 GROSS SF  
 Duplex building 3,760 gross s.f.

PARTITION GENERAL NOTES	
1. HEIGHT OF WALLS, UNLESS NOTED OTHERWISE -	7. FRAMING CONTRACTOR - REFER TO STRUCTURAL DRAWINGS FOR SHEAR WALL LOCATIONS, SHEAR WALL ELEVATIONS AND SHEAR WALL FASTENING DETAILS AND BRACING REQUIREMENTS. THIS IS ABOVE WHAT IS CALLED OUT IN THE PARTITION SCHEDULE.
- AT GYPSUM BD. CEILING. EXTEND WALL TO GYPSUM BD.	8.  SIGNIFIES FIRE RATED WALL.
- AT FIRE RATED WALLS: REFER TO U.I. NUMBERS AND TAKE FULL HEIGHT TO UNDERSIDE OF ROOF SHEATHING.	9. UNLESS NOTED OTHERWISE PARTITION TO BE TYPE 
2. REFER TO ROOM FINISH SCHEDULE FOR WALL FINISH AND WALL BASE MATERIAL.	
3. REFER TO ROOM FINISH SCHEDULE FOR CEILING MATERIAL.	
4. AT ALL TOILET ROOMS W/ SHOWER AND/OR TUB, PROVIDE MOISTURE RESISTANT GYPSUM BOARD THROUGHOUT THE ROOM EXCEPT IN THE SHOWER ENCLOSURE. PROVIDE 1/2" CEMENT BOARD AT ALL SHOWER STALLS.	
5. REFER TO SHEET A-7.0 FOR PARTITION SCHEDULE.	
6. COORDINATE LOCATION AND PLACEMENT OF ELECTRICAL PANELS WITH THE ELECTRICAL DRAWINGS & RATED WALL CONSTRUCTION.	



**1** VILLA FLOOR PLAN  
 A-1.0 SCALE: 3/16" = 1'-0" **MBC/ICC A117.1-2009 - TYPE 'B' UNITS**  
 (2 bedroom / 2 bath ) 1,880 GROSS SF  
 Duplex building 3,760 gross s.f.



ISSUED:

NOT FOR CONSTRUCTION

DRAWN BY:

APPROVED BY:  
 RZ

JOB NUMBER

4401

SHEET NUMBER

A-2.0



LOURDES VILLAS  
 CLIENT  
 2300 WATKINS LAKE RD.  
 WATERFORD, MI 48328

Rich Acho MBA, MSF  
 2300 Watkins Lake Rd.  
 Waterford, MI 48328  
 Phone: (248) 886-5611

Drawings  
 Date: 08/15/2024

**NÚÑEZ DESIGN**  
 30645 Woodgate Dr.  
 Southfield, MI 48076  
 P: 248.224.6933  
 nunezdesignpro@gmail.com



SCALE: 1"=30'-0"

LA -1.0

Entrance Fee = \$300,000 (70% refunded back to estate, \$210,000)  
 Monthly for a couple = \$2,900  
 Includes: Water, property taxes, Summer /Winter Maintenance, 1 meal x 5 days per week, activities, pastoral care, priority placement into another acuity building (additional charges for that building)- pending clinical review, Wellness Center at Fox Manor, Smart Home Technology in the homes  
 Deposit: \$10,000 non-refundable deposit to secure a home

REVISED VILLA PLANS - AUGUST 15, 2024

light fixtures



kitchen pendant



dining pendant



ceiling fixture

plumbing fixtures

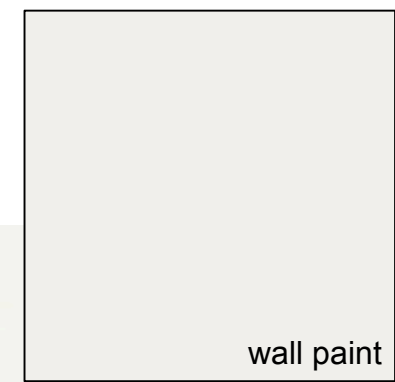


faucet



undermount sink

interior finishes



wall paint



cellular window shade

quartz countertop & backsplash



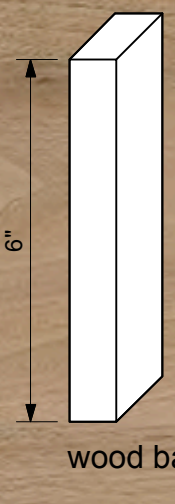
front entry door



upper cabinet knob

cabinet/drawer pull

base cabinet



wood base

luxury vinyl plank



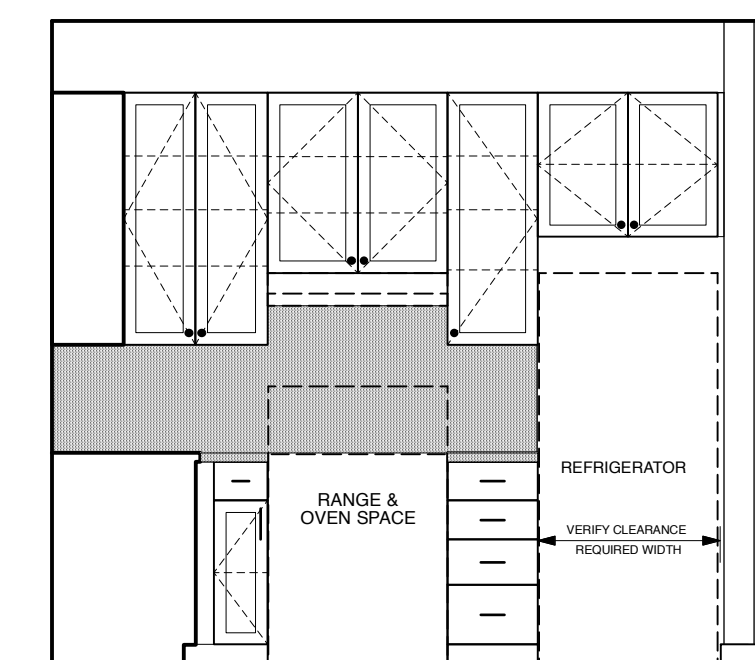
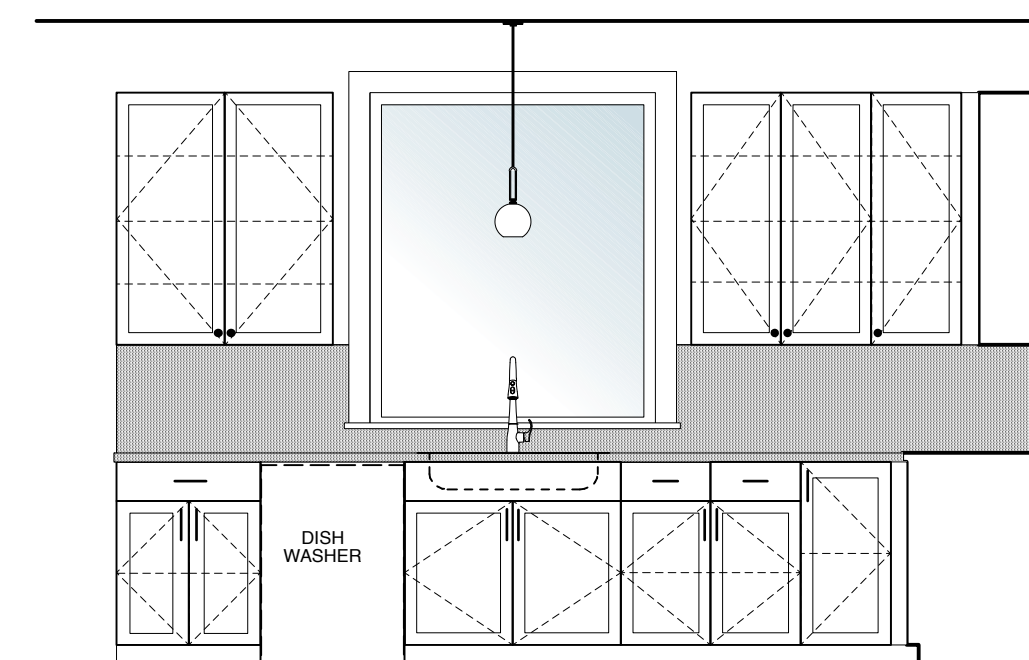
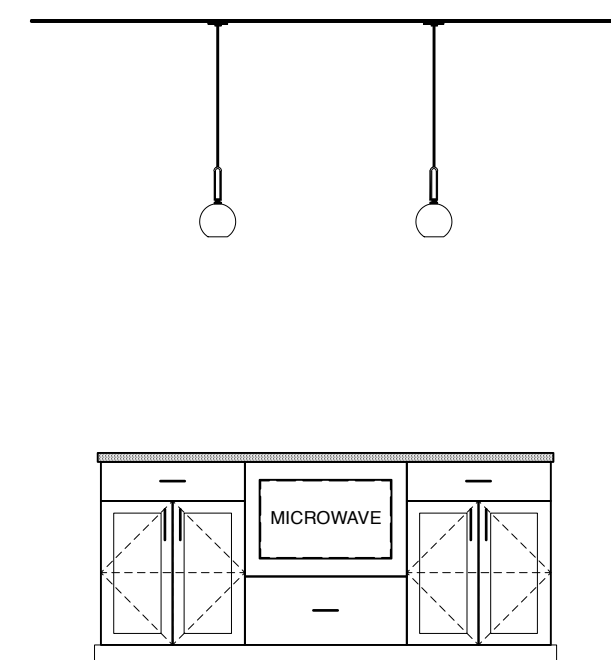
entryway

kitchen

dining room



kitchen appliances



kitchen elevations

light fixtures

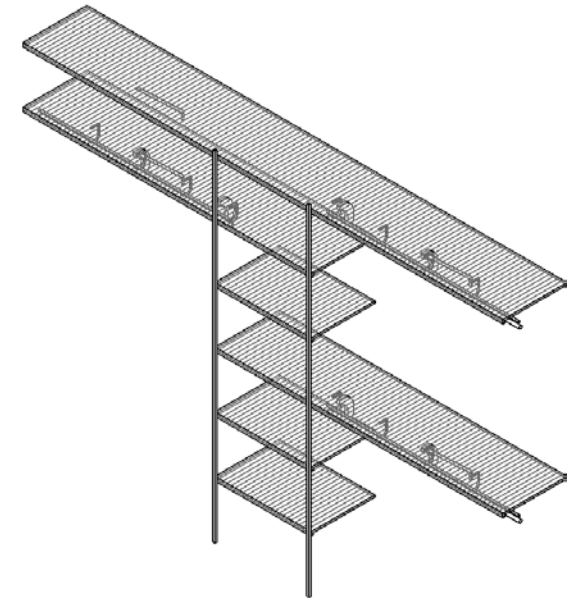


typical ceiling

interior finishes



cellular window shade



pantry/linen closet shelving



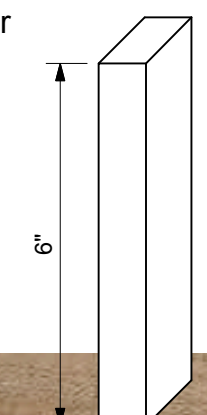
typical interior door



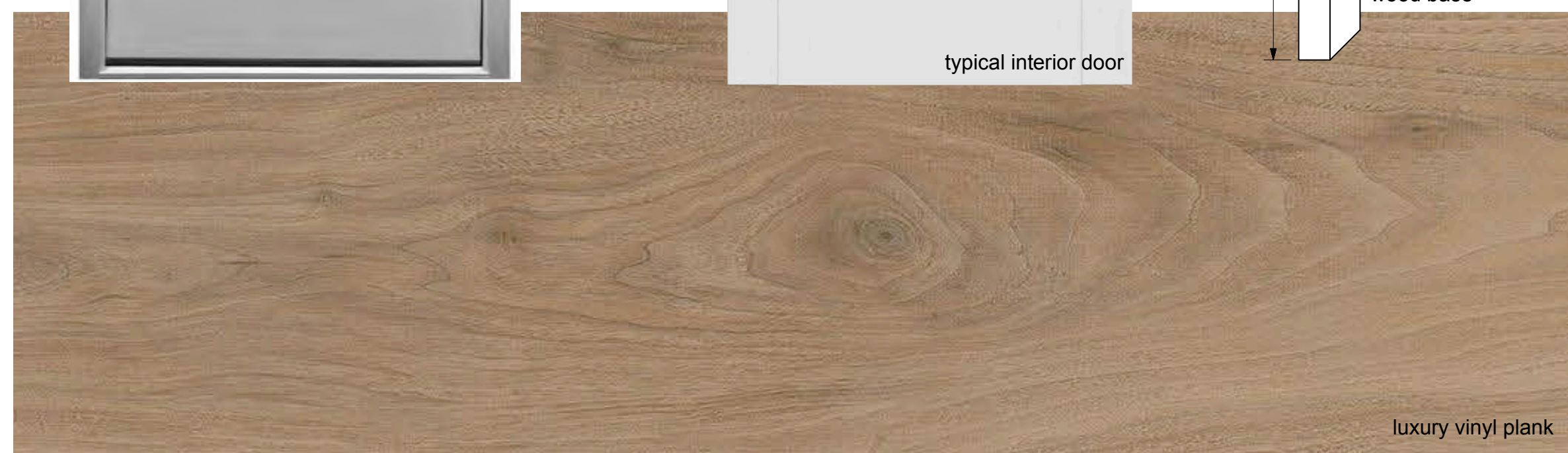
door lever



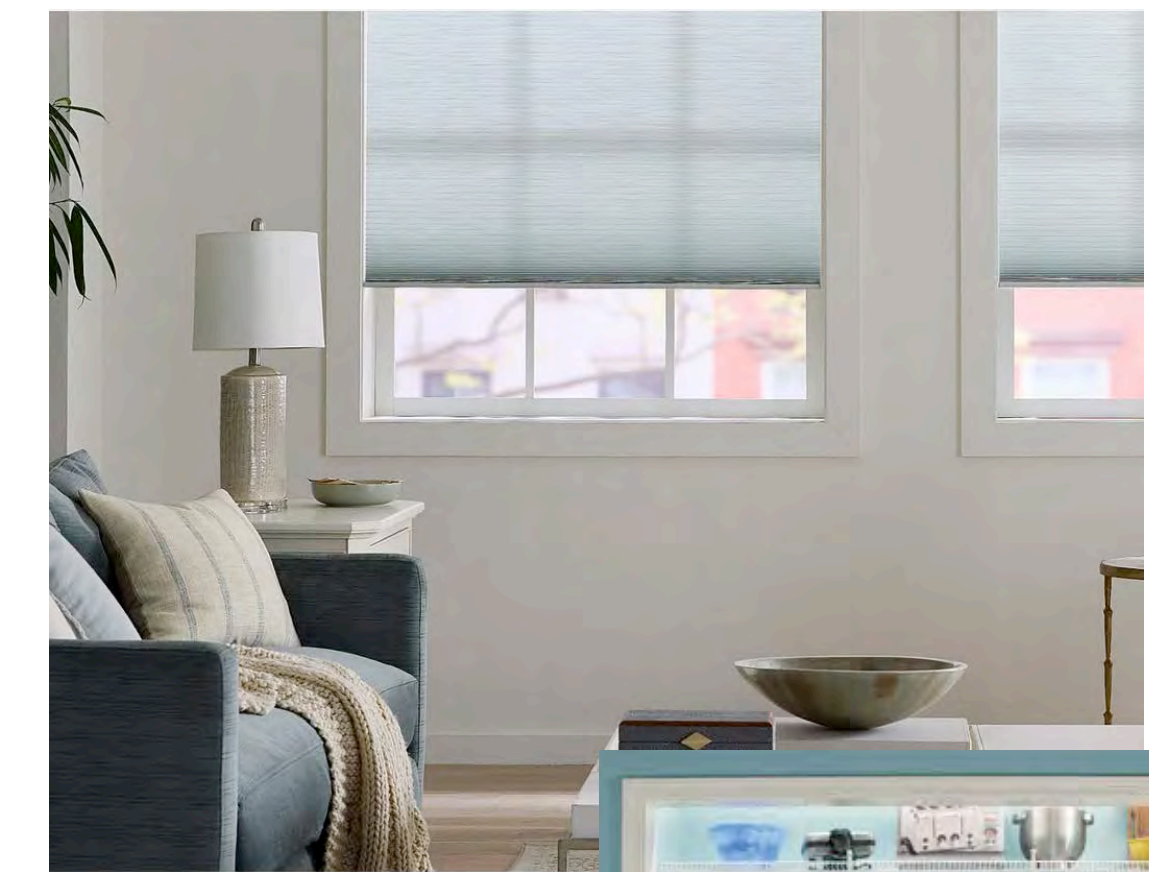
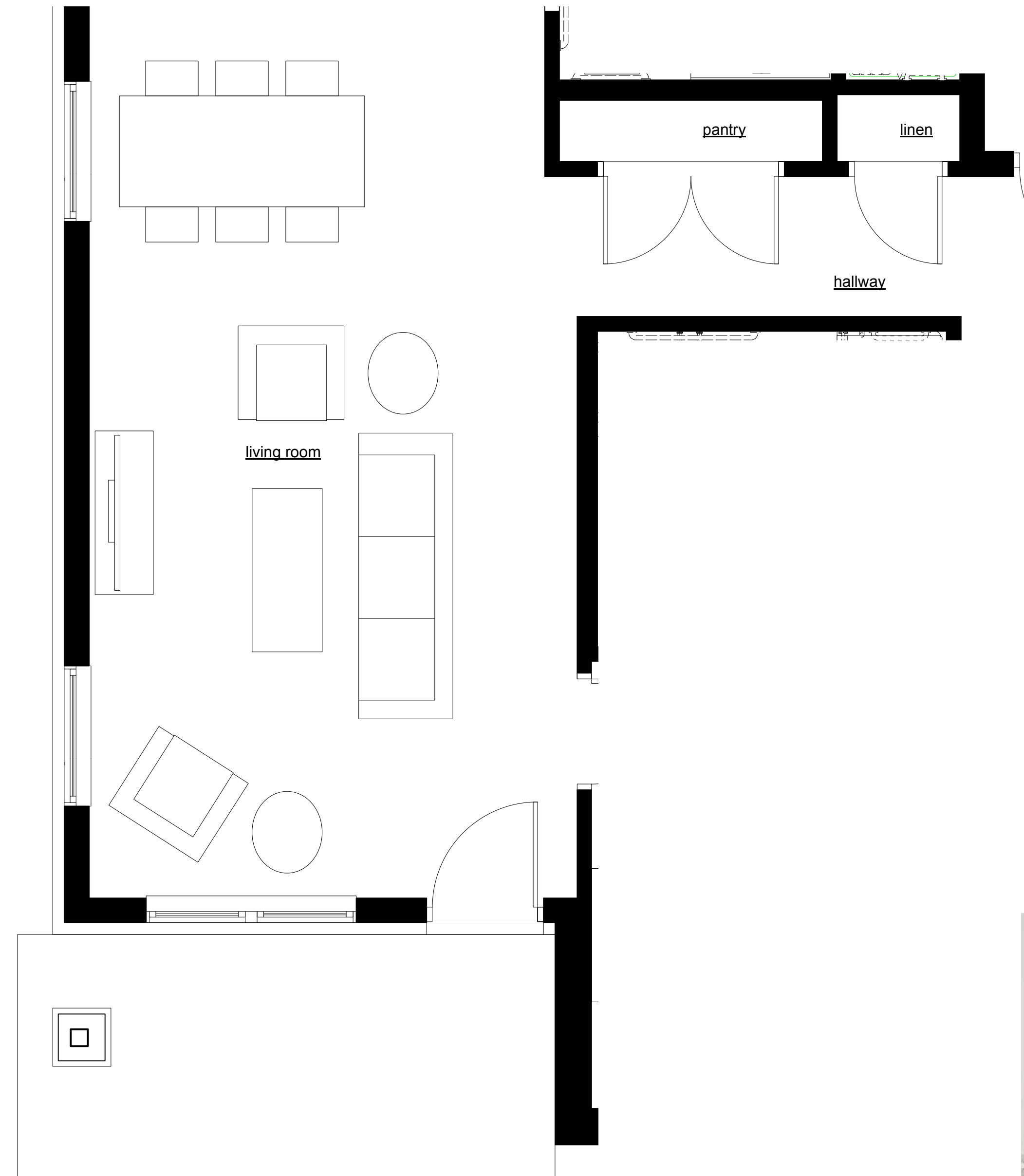
wall paint



wood base



luxury vinyl plank



light fixtures

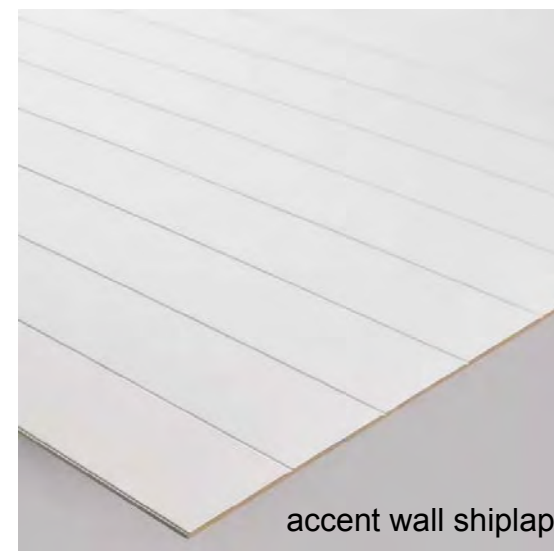


bed room ceiling



wall mounted closet motion fixture

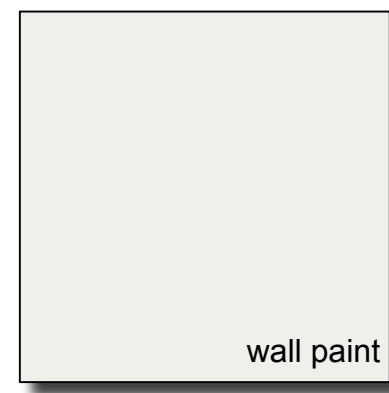
interior finishes



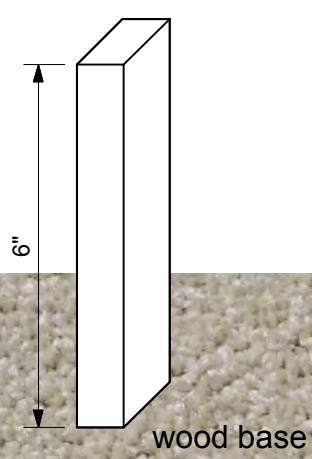
accent wall shiplap



cellular window shade



wall paint



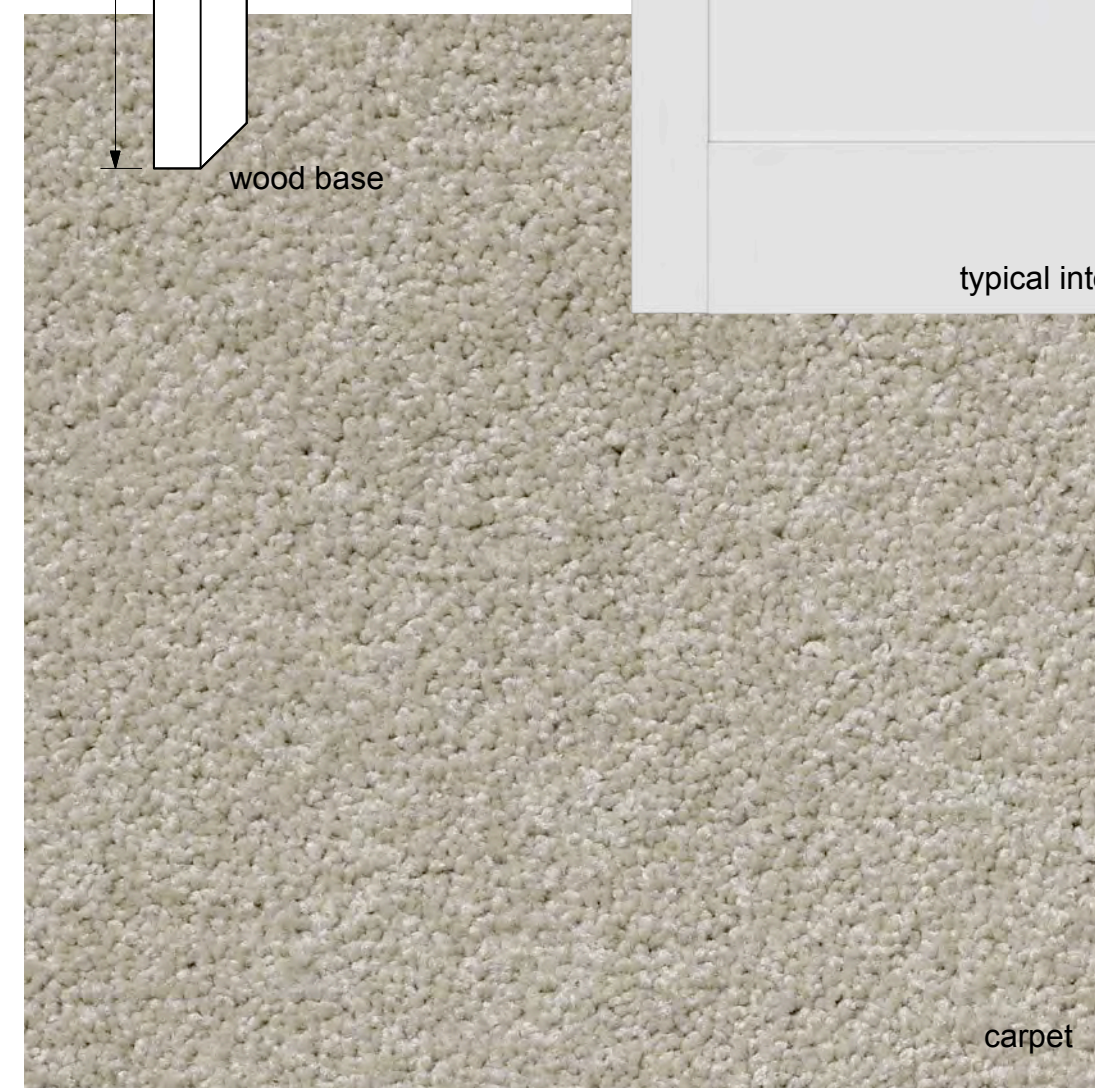
wood base



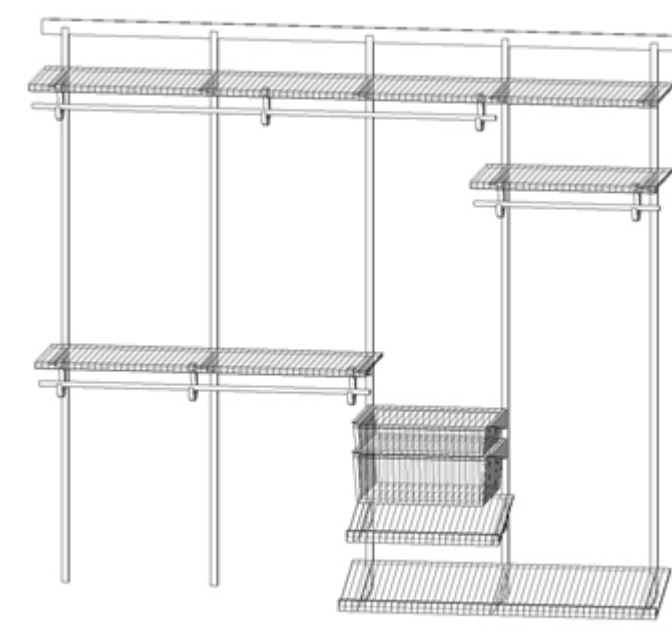
door lever



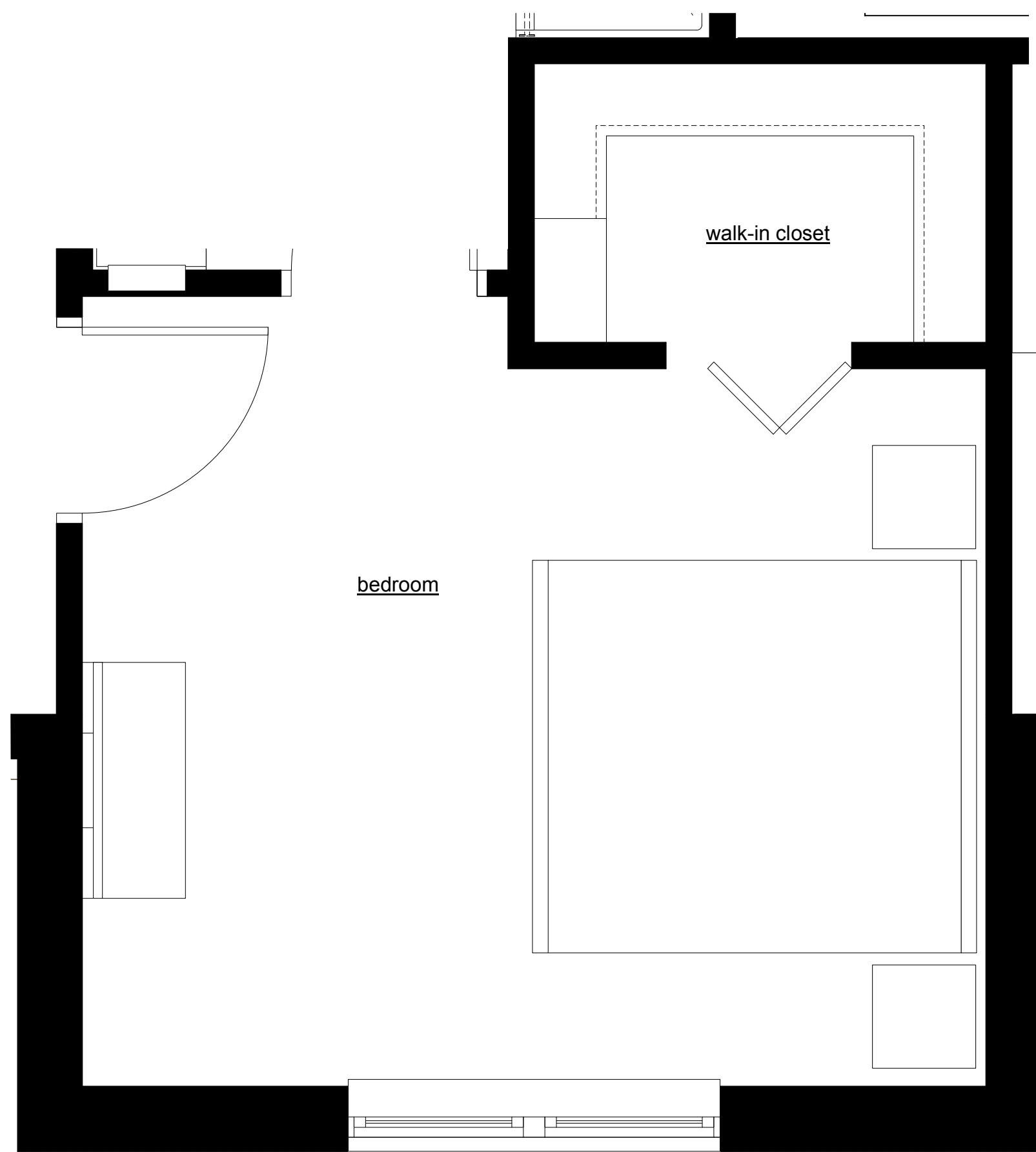
typical interior door



carpet

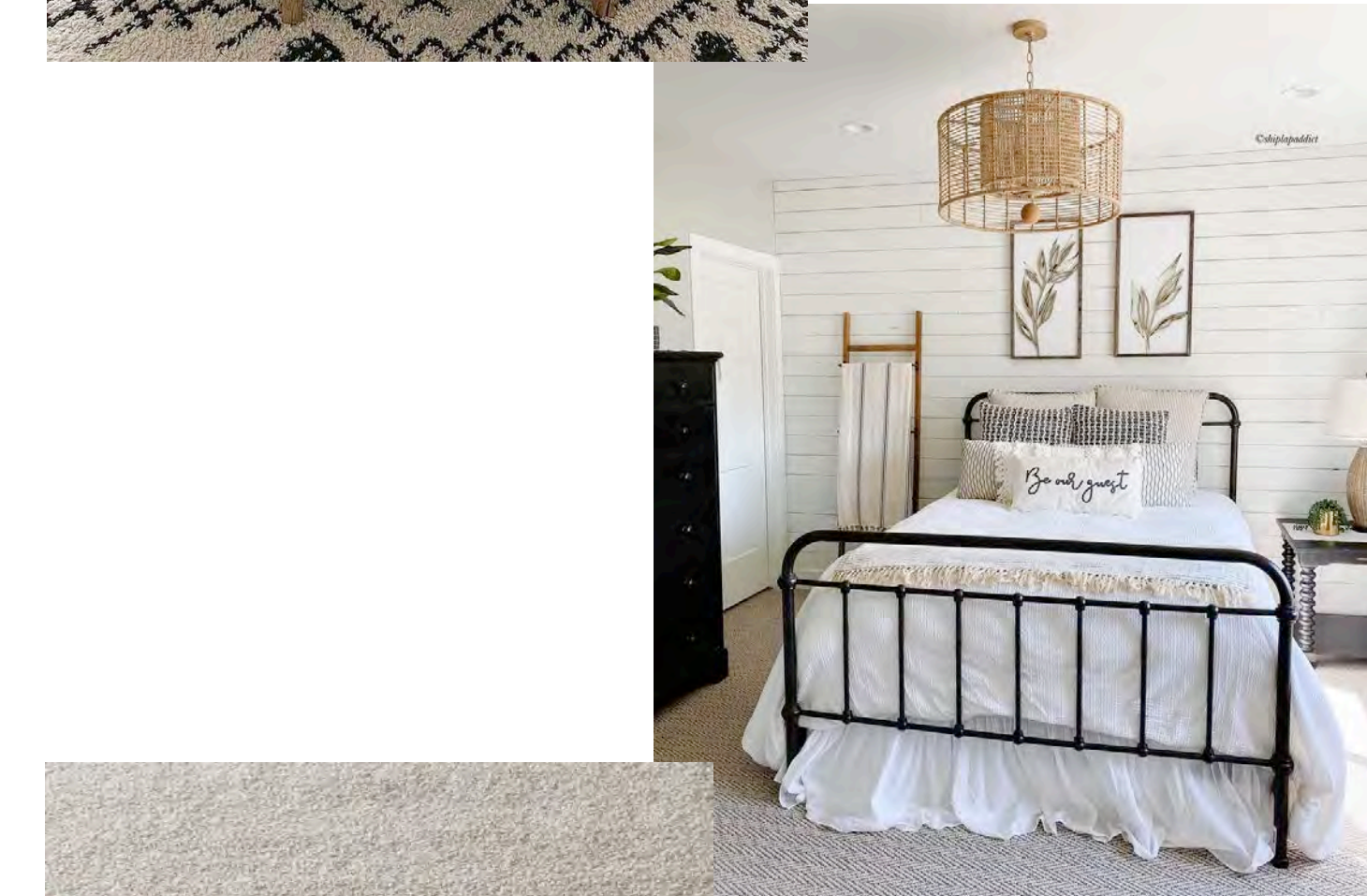
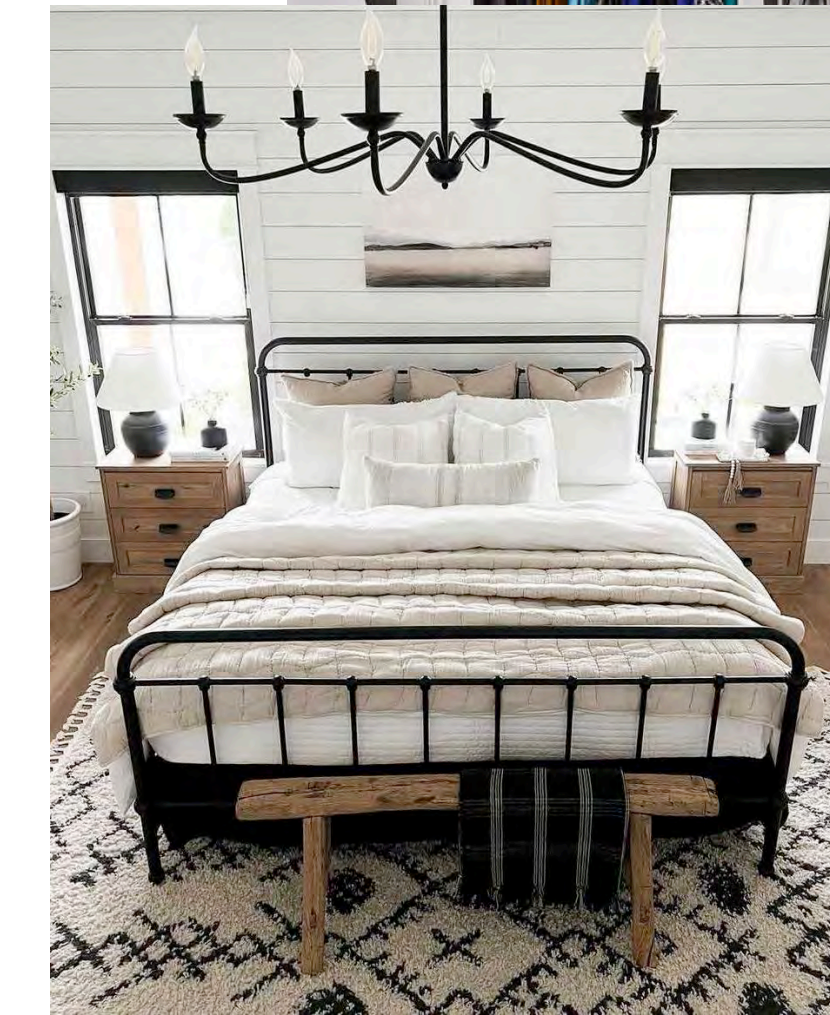


closet shelving



walk-in closet

bedroom



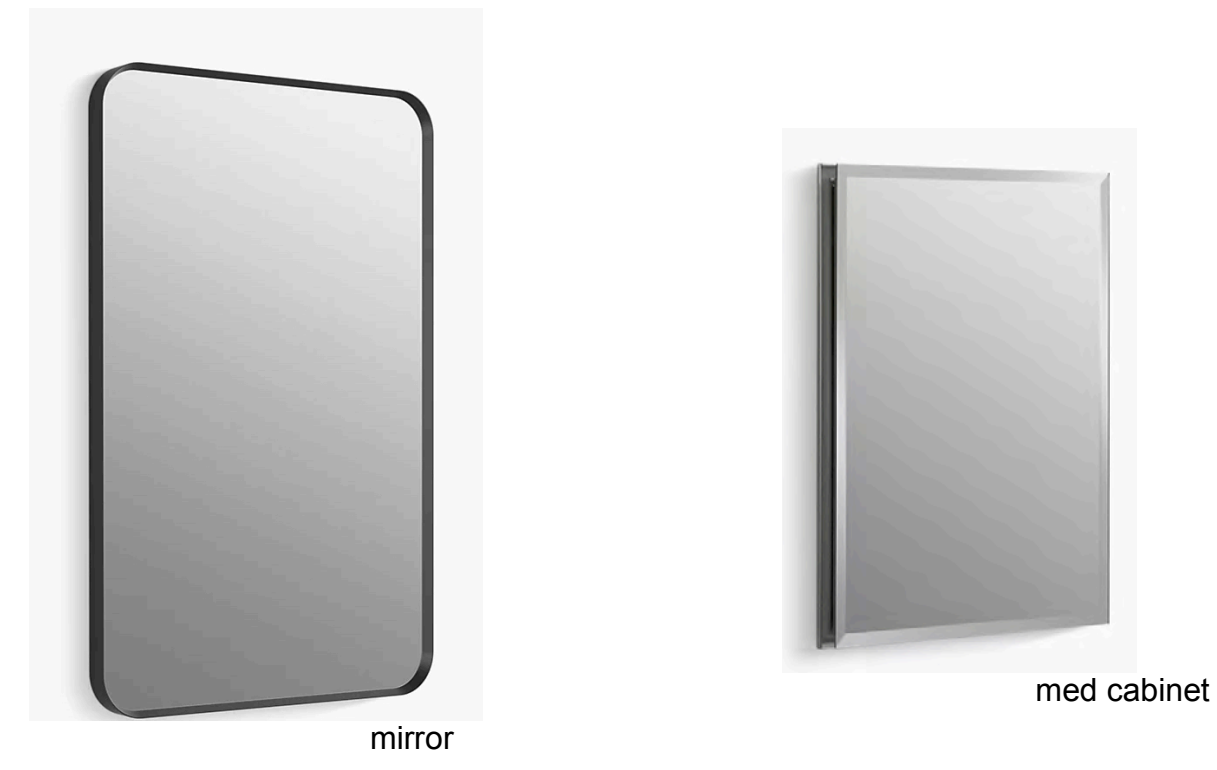
plumbing fixtures



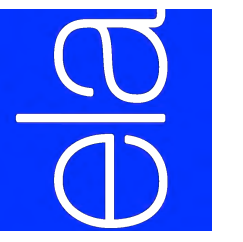
light fixtures



mirror/med cabinet



edmund london & associates, inc.  
architects & planners  
20750 civic center drive, suite 610, southfield, michigan 48076  
tel. 248-353-4820 email: server@ela-architects.com



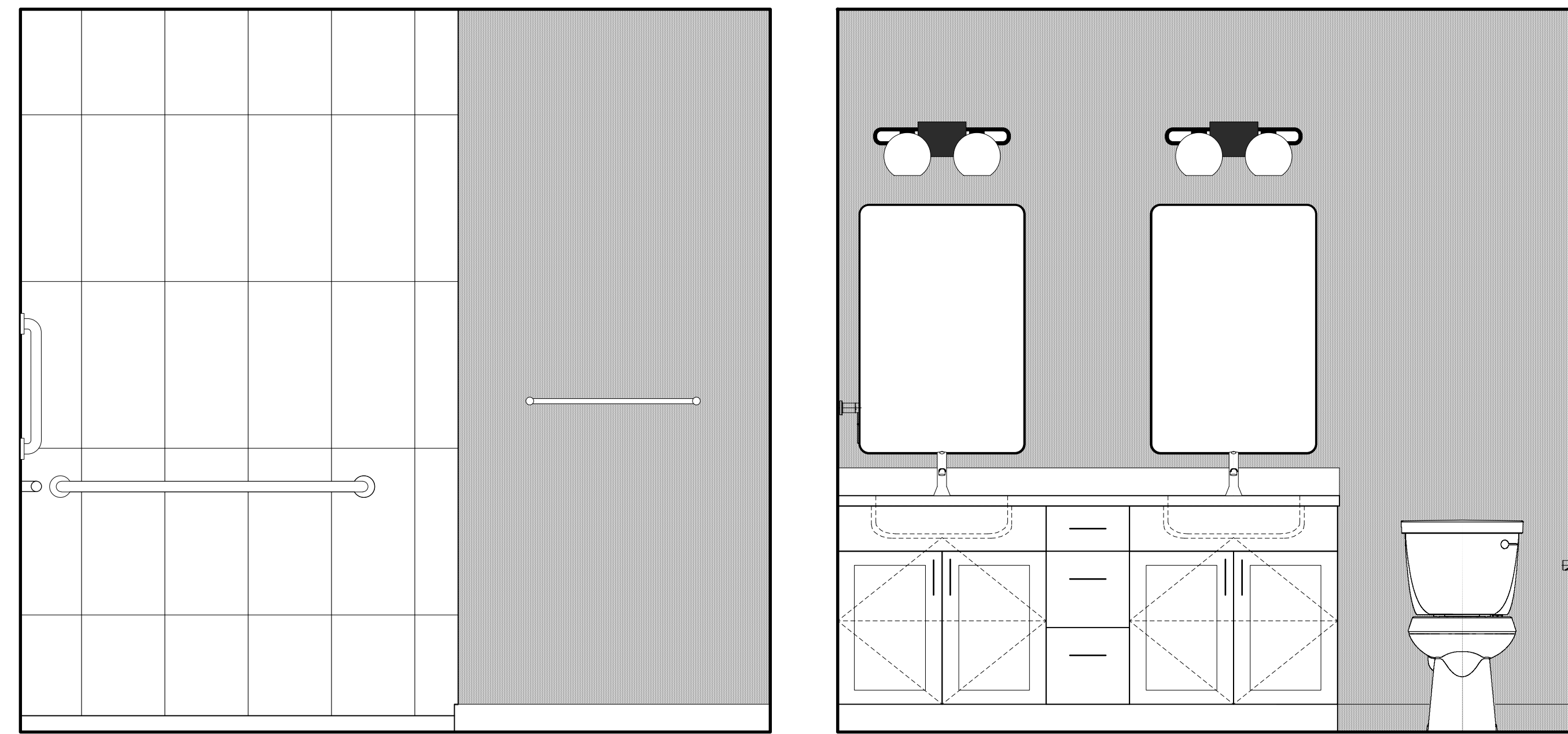
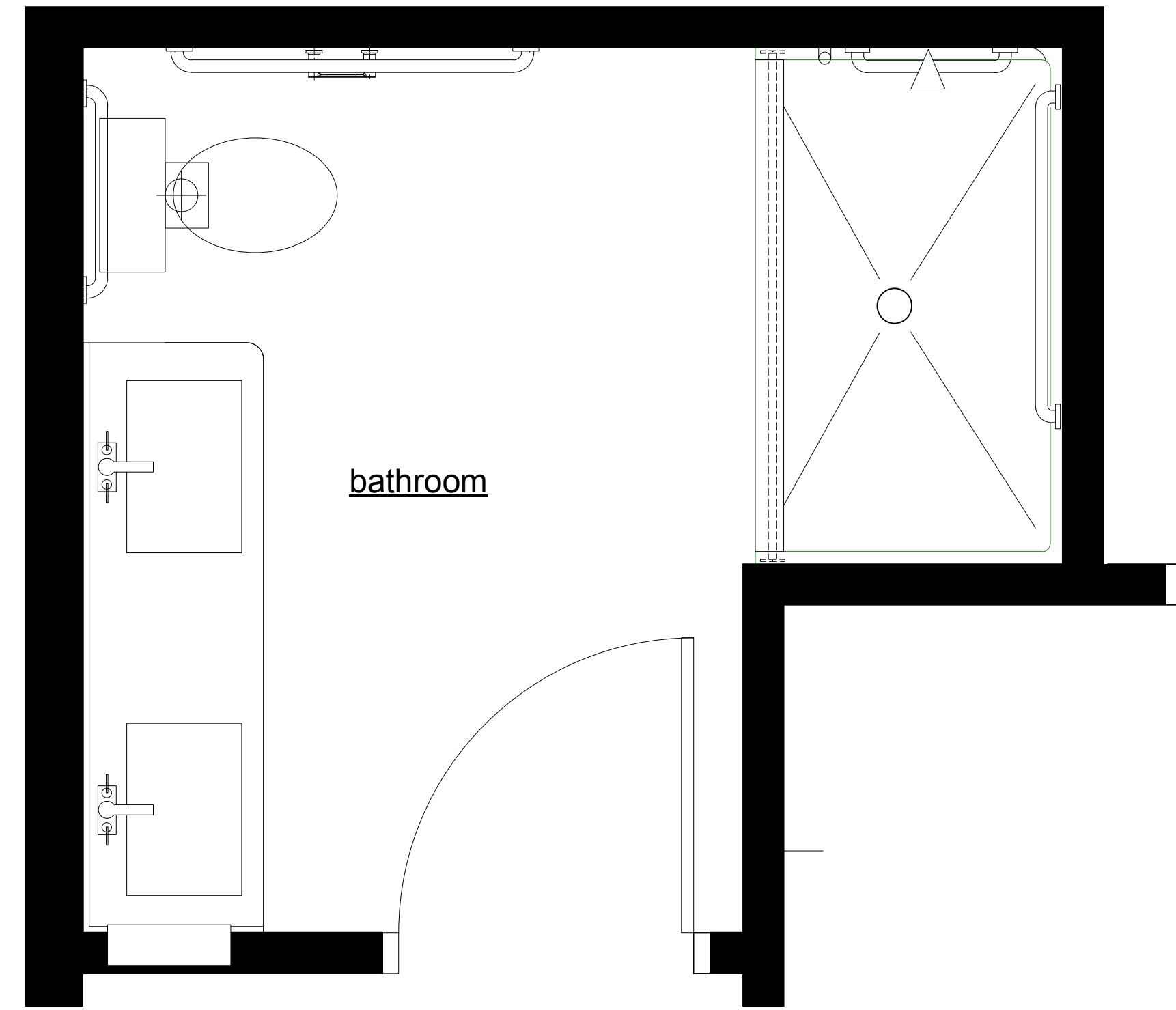
Lourdes Senior Community  
The Villas

typical bathroom

ISSUED:  
Owner Meeting  
11/07/24  
Revised  
11/11/24

DRAWN BY:  
JW  
APPROVED BY:  
JW  
JOB NUMBER  
4401  
SHEET NUMBER

4



bathroom elevations

interior finishes



toilet accessories



plumbing fixtures

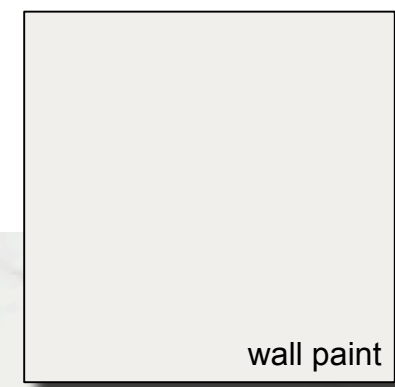


utility sink



utility faucet

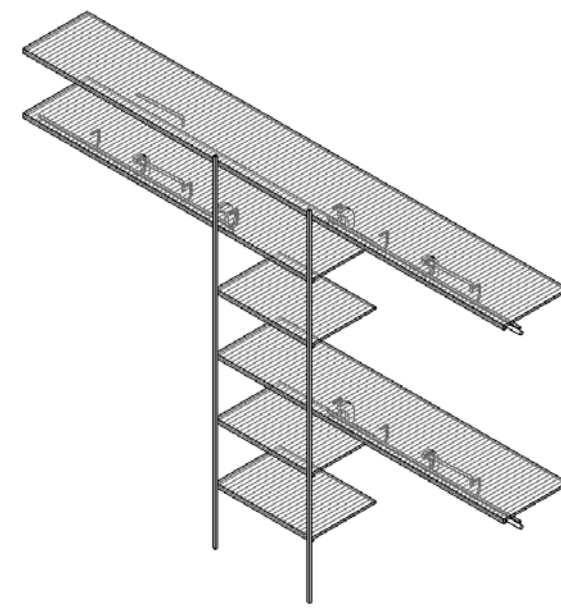
interior finishes



wall paint



cellular window shade



pantry/linen closet shelving



solid surface countertop



base cabinet



upper cabinet knob

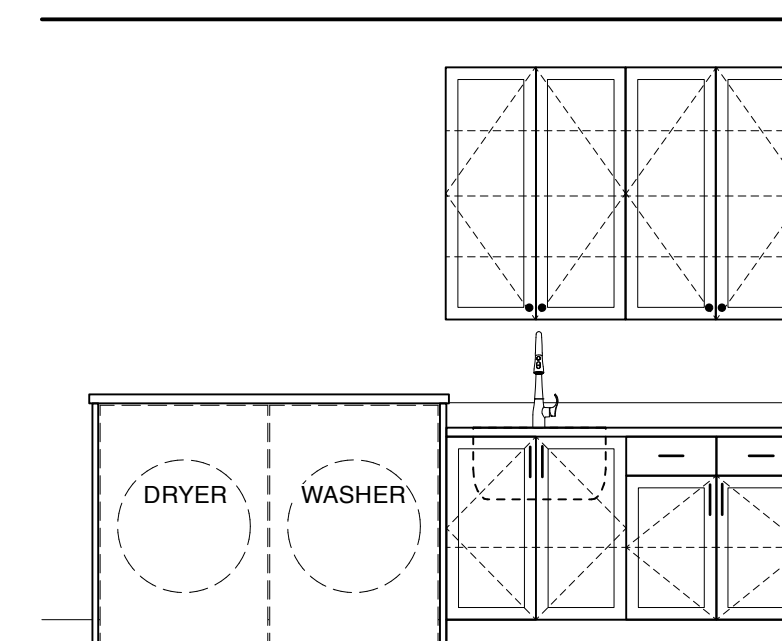
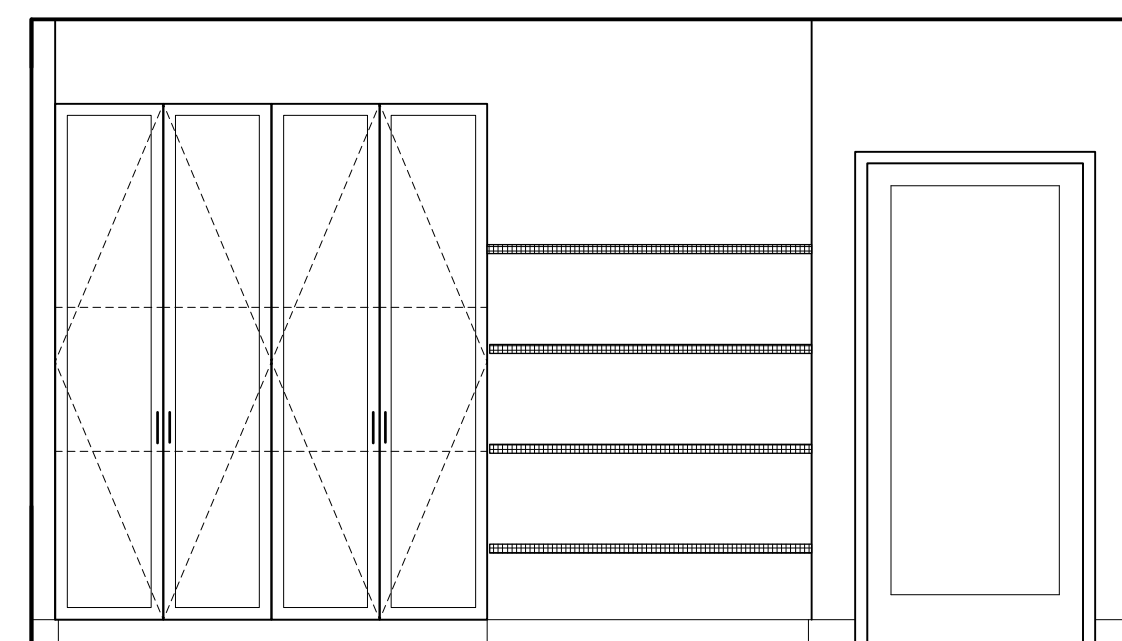
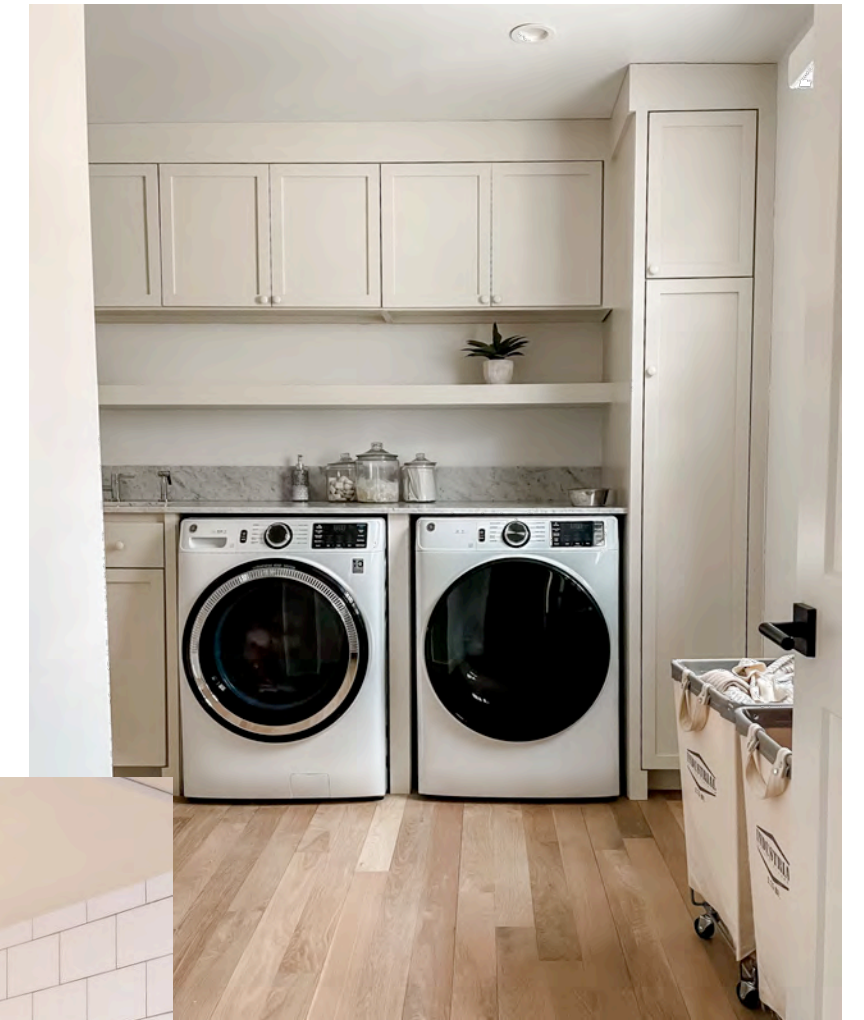
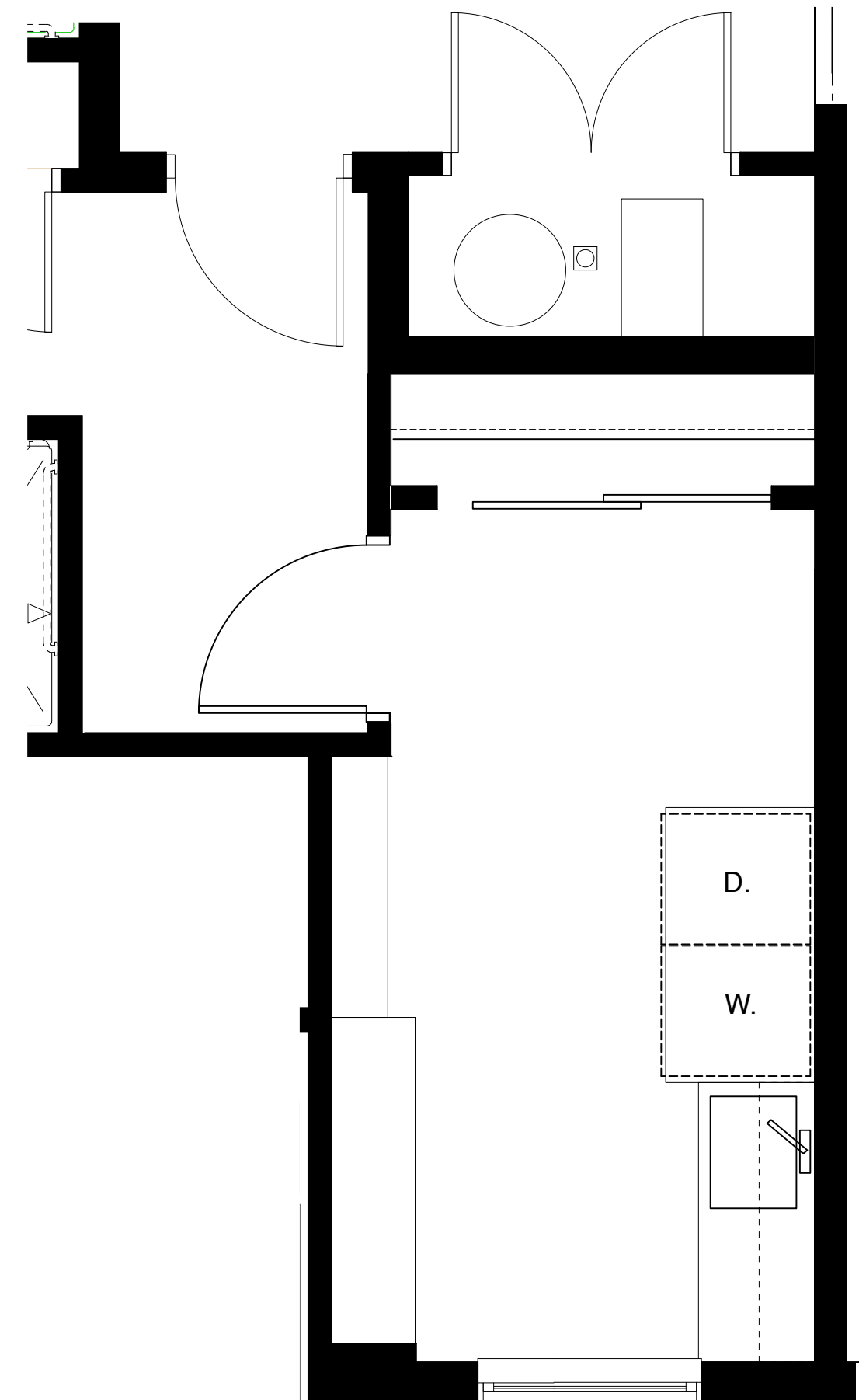


cabinet/drawer pull



wood base

luxury vinyl plank



laundry room elevations

laundry appliances



**Construction Cost Detail Input**

Project Name: Lourdes Senior Community - Villas  
 Location: Waterford, MI  
 Product Type: Duplex Villas

DESCRIPTION AND CONFIGURATION		
Budget #	1	Budget Valid Thru (90 days):
Budget Date:	10/24/2024	1/22/2025
Product:	Duplex Villas	
Frame Type:	Wood	
Skin:	Brick Stone & Hardiplank	

GENERAL COMMENTS / NOTES
Based on prelim pricing from Wolverine

	Sq Ft	# of Units	Density
<i>Note: Unit count here is hand input by Constr Team and is not linked elsewhere in this model for any other calculations. Make sure they tie.</i>			
Independent Living	-	0	-
Assisted Living	-	0	-
Villas	12,968	8	1,621
Other	-	0	-
Common Area	-	0	-
Back of house	-	0	-
Garage	-	0	-
Net Building (NSF) (excl garage)	12,968	8	1,621
Gross Building (GSF) (incl garage)	12,968		
Number of Floors	1		

KEY DATES / DURATIONS INPUT	
<i>Note: Dates and durations here are hand inputs by Construction Team and are not linked elsewhere in this model for any other calculations. Make sure they tie to other date/duration inputs in the Timing and Rates Input page.</i>	
City Cost Index	0
Budget Date	10/24/2024 start date for escalation
Construction Start Date	12/31/2024 end date for escalation
Construction Duration (months)	12 Choose either 12, 16 or 22 months
Construction Contingency (months)	1
Ops Move-in Time (months)	1
Total Time Until 1st Resident (months)	14
Construction Finish Date	12/31/2025
Opening Date	3/1/2026

BASE SCOPE	QUANTITY	UNIT	M/U/C	TOTAL COST	Cost/NSF	Cost/Unit	COMMENTS
Site, Site Structures	12,968	SF	\$ 37.86	\$ 491,000	\$ 37.86	\$ 61,375	includes retaining wall
Independent Living Units	-	SF	\$ -	\$ -	\$ -	\$ -	
Assisted Living Units	-	SF	\$ -	\$ -	\$ -	\$ -	
Villas	12,968	SF	\$ 145.00	\$ 1,880,360	\$ 145.00	\$ 235,045	includes tap fees
Other	-	SF	\$ -	\$ -	\$ -	\$ -	
Common Area	-	SF	\$ -	\$ -	\$ -	\$ -	
OH&P	5.0%	-	\$ 9.14	\$ 118,568	\$ 9.14	\$ 14,821	Based on Estimate from Wolverine
GC's	3.0%	-	\$ 5.49	\$ 71,141	\$ 5.49	\$ 8,893	Based on Estimate from Wolverine
<b>SUBTOTAL</b>		<b>SF</b>	<b>\$ 197.49</b>	<b>\$ 2,561,069</b>			

A-TYPICAL COSTS	QUANTITY	UNIT	M/U/C	TOTAL COST	Cost/NSF	Cost/Unit	COMMENTS
Davis Bacon Premium	0	each	-	\$ -	\$ -	\$ -	
Current Market Adjustment	0%	LS	-	\$ -	\$ -	\$ -	
Demo of residential house	1		30,000	30,000	2.31	3,750	Based on previous estimate
Additional plantings above min	1		10,000	10,000	0.77	1,250	
Smart Home system	8	each	8,000	64,000	4.94	8,000	Includes shades and wifi connection
Other	2.0%	%	-	\$ -	\$ -	\$ -	
<b>SUBTOTAL</b>		<b>SF</b>	<b>\$ 8.02</b>	<b>\$ 104,000</b>			

OTHER	QUANTITY	UNIT	M/U/C	TOTAL COST	Cost/NSF	Cost/Unit	COMMENTS
Union Premium	flat rate	0.0%	%	\$ -	\$ -	\$ -	
LEEDS Premium	flat rate	0.0%	%	\$ -	\$ -	\$ -	
Escalation	per annum	4.0%	%	\$ 2,665,069	19,545	1.51	2,443
Add Design Changes	flat rate	0.0%	%	\$ -	\$ -	\$ -	
Upgrade Allowance	flat rate	0.0%	%	\$ -	\$ -	\$ -	
Carpet and Flooring	flat rate	0.0%	%	\$ -	\$ -	\$ -	
Performance Bond	flat rate	0.0%	%	\$ 2,665,069	\$ -	\$ -	
Other	1	each	\$ -	\$ -	\$ -	\$ -	
<b>SUBTOTAL</b>		<b>SF</b>	<b>\$ 1.51</b>	<b>\$ 19,545</b>			

**TOTAL BEFORE CONTINGENCY** SF \$ 207.02 \$ 2,684,613 \$ 207.02 \$ 335,577

**CONTINGENCY** flat rate 5.0% SF \$ 10.35 134,231 \$ 10.35 \$ 16,779

**GRAND TOTAL** SF \$ 217.37 \$ 2,818,844 \$ 217.37 \$ 352,356

**Project Cost Input**

Project Name: Lourdes Senior Community - Villas  
 Location: Waterford, MI  
 Product Type: Duplex Villas

Total Units 8  
 Total Residents 8

Line	Acctg Code/Class	PROJECT DEVELOPMENT CATEGORIES	% of Total Cost	Per Unit Cost	Notes
1	1000	<b>HARD COSTS</b>			
2		<b>Site Acquisition Costs</b>			
3		Land Cost	\$ -		
4		Option Payments	\$ -		
5		Broker Commission	\$ -		
6		Other	\$ -		
7		<b>Total Site Acquisition Costs</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>
8					
9	2000	<b>Construction Costs</b>			
10		Base Construction	\$ 2,561,069		
11		Add'l costs (smart home, add'l planting)	\$ 104,000		
12		Escalation	\$ 19,545		
13		Other	\$ -		
14		Construction Contingency 5% of all other constr cost	\$ 134,231		
15		<b>Total Construction Costs</b>	<b>2,818,844</b>	<b>85.3%</b>	<b>352,356</b>
16					
17		<b>Construction Cost Statistics:</b>			
18		Total Building Square Footage 12,968			
19		Number of Units 8			
20		Gross Sq Ft Per Unit 1,621			
21		Cost Per Sq Ft \$ 217			
22					
23		<b>TOTAL HARD COSTS</b>	<b>2,818,844</b>	<b>85.3%</b>	<b>\$ 352,356</b>
24					
25		<b>SOFT COSTS</b>			
26					
27	3000	<b>Financing Costs</b>			
28		Financing Fees 0% of loan	\$ -		
29		Other Financing Fees 0% of loan	\$ -		
30		Other	\$ -		
31		Other	\$ -		
32		Other	\$ -		
33		Other	\$ -		
34		Other	\$ -		
35		Other	\$ -		
36		Other	\$ -		
37		Other	\$ -		
38		<b>Total Financing Costs</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>
39					
40	4000	<b>Design Costs</b>			
41		Architect	\$ 70,200		incl w/ arch
42		Mechanical	\$ -		incl w/ arch
43		Plumbing	\$ -		incl w/ arch
44		Electrical	\$ -		incl w/ arch
45		Structural	\$ -		incl w/ arch
46		Landscape	\$ 16,708		Entitlements & CD's
47		Low Voltage Consultant	\$ 3,105		
48		Interior	\$ -		
49		Civil	\$ 39,250		Phase I Villas only
50		Environmental	\$ -		
51		Geotechnical	\$ 10,600		Survey & Tree Survey
52		Land Surveying	\$ 10,400		Entitlement + Building Permit
53		Development Consultant (50%)	\$ 31,050		Pre-construction
54		Construction Inspection	\$ -		
55		Construction Management	\$ -		
56		Design contingency Intial \$30k	\$ 23,868		
57		Other	\$ -		
58		<b>Total Design Costs</b>	<b>205,180</b>	<b>6.2%</b>	<b>25,648</b>
59					
60	5000	<b>Interior / Equipment Costs</b>			
61		FF&E	\$ -		
62		Operating Supplies	\$ 10,000		Supplies required at opening
63		Housewares / Cloth Goods	\$ -		
64		Vehicles	\$ -		
65		Kitchen	\$ -		
66		Other	\$ -		
67		<b>Total Interior / Equipment Costs</b>	<b>10,000</b>	<b>0.3%</b>	<b>1,250</b>
68					

**Project Cost Input**

Project Name: Lourdes Senior Community - Villas  
 Location: Waterford, MI  
 Product Type: Duplex Villas

Total Units 8  
 Total Residents 8

Line	Acctg Code/Class	PROJECT DEVELOPMENT CATEGORIES		% of Total Cost	Per Unit Cost	Notes
69	6000	<b>General Costs</b>				
70		Legal	\$ 10,000			
71		Appraisal	\$ -			
72		Market Study	\$ 15,379			Plante Moran Living Forward
73		Title Insurance	\$ 10,000			
74		Recording Fees	\$ 10,000			
75		Insurance	\$ 15,000			Estimate 2 years
76		Property Taxes	\$ 50,000			Estimate
77		Permits and Fees	\$ 50,000			
78		Licensing Fees	\$ -			
79		G&A Project Specific	\$ 15,000			
80		Builders Risk 2% of hard cost	\$ 55,000			
81		Other	\$ -			
82		<b>Total General Costs</b>	<b>185,000</b>	<b>5.6%</b>	<b>23,125</b>	
84	7000	<b>Pre-Opening Marketing &amp; Operations Costs</b>				Pre-Opening Marketing
85		Marketing	\$ 30,000			Pre-Opening Staff Time
86		Operations	\$ -			
87		Other	\$ -			
88		Other	\$ -			
89		<b>Total Pre-Opening Marketing &amp; Operations Costs</b>	<b>30,000</b>	<b>0.9%</b>	<b>3,750</b>	
91	8000	<b>Development Services Fees</b>				
92		Development Fees 0%	\$ -			
93		Other 0%	\$ -			
94		Other 0%	\$ -			
95		<b>Total Development Services Fees</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	
97	9000	<b>Project Contingency</b>				
98		Soft Cost Contingency 2% of total constr cost	\$ 56,377			
99		<b>Total Project Contingency</b>	<b>56,377</b>	<b>1.7%</b>	<b>7,047</b>	
101	10000	<b>Capitalized Interest</b>				
102		Land Carry Prior to Construction Start	\$ -			
103		Other Devel Cost Carry Prior to Start	\$ -			
104		<b>Total Capitalized Interest</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	
106		<b>TOTAL SOFT COSTS</b>	<b>486,557</b>	<b>14.7%</b>	<b>\$ 60,820</b>	
108		<b>RESERVE COSTS</b>				
109	11000	Interest Reserve	\$ -	0.0%		
110	12000	Operating Deficit Reserve	\$ -	0.0%		
111		<b>Total Reserve Costs</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	
113		<b>TOTAL RESERVE COSTS</b>	<b>-</b>	<b>0.0%</b>	<b>\$ -</b>	
115		<b>TOTAL PROJECT COSTS</b>	<b>3,305,401</b>	<b>100.0%</b>	<b>\$ 413,175</b>	

**LOURDES SENIOR COMMUNITY - THE VILLAS AT LOURDES - INDEPENDENT LIVING UNITS**

<b>Cash Needs:</b>	
<b>Capital Outlay</b>	<b>\$ 3,305,401</b>
<b>Entrance Fees</b>	<b>\$ (1,800,000)</b>
<b>Net Outlay of Cash</b>	<b>\$ 1,505,401</b>

Units	365	8	
Assumes % occupancy		100.0%	
Monthly	\$	2,900	
Total days - 100%		2,920	
Total days - 100%		2,920	
Cost to build - earthwork, sites, demo	\$	3,305,401	
Land Costs	\$	-	\$ 3,305,401
Interest on Loan		0.00%	-
Furniture	\$	-	

	YEAR 2026	YEAR 2027	YEAR 2028	YEAR 2029	YEAR 2030	Notes
<b>Revenue</b>						
Net resident revenue - 100%	\$ 278,400	\$ 285,360	\$ 292,494	\$ 299,806	\$ 307,302	2.5% rate increase
Entrance Fee Non Refundable for 5 years	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000	\$ 108,000	First 5 years of Entrance Fee
<b>Total Revenue</b>	<b>\$ 386,400</b>	<b>\$ 393,360</b>	<b>\$ 400,494</b>	<b>\$ 407,806</b>	<b>\$ 415,302</b>	
<b>Operating Expenses</b>						
	Actual per day					
Salaries	Analysis	\$ 18,500	\$ 19,055	\$ 19,627	\$ 20,215	\$ 20,822 3% rate increase
Benefits	Analysis	\$ 5,180	\$ 5,335	\$ 5,495	\$ 5,660	\$ 5,830 3% rate increase
Purchased Services - PCC fee	1.19	\$ 3,475	\$ 3,579	\$ 3,686	\$ 3,797	\$ 3,911 3% rate increase
Professional Services & Consult Fees- guardian, plante M	2.29	\$ 5,349	\$ 5,510	\$ 5,675	\$ 5,845	\$ 6,021 3% rate increase
Supplies @ 25%	1.35	\$ 986	\$ 1,015	\$ 1,046	\$ 1,077	\$ 1,109 3% rate increase
Insurance	1.76	\$ 5,151	\$ 5,408	\$ 5,679	\$ 5,963	\$ 6,261 5% rate increase
Bad Debt	0	\$ -	\$ -	\$ -	\$ -	\$ -
Food @ 16 ppl @ 260 days	5.35	\$ 22,256	\$ 23,369	\$ 24,537	\$ 25,764	\$ 27,052 5% rate increase
Bed Tax	0	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance - repairs at 50%	2.18	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582 3% rate increase
Other operating Expense - prop tax- .03934%	1.63	\$ 82,800	\$ 85,284	\$ 87,843	\$ 90,478	\$ 93,192 3% rate increase
Utilities - Water, Trash, WIFI	2.25	\$ 6,570	\$ 6,767	\$ 6,970	\$ 7,179	\$ 7,395 3% rate increase
Interest - use Lourdes investment portfolio and donator	0	\$ -	\$ -	\$ -	\$ -	\$ - Amortization schedule
Depreciation and Amortization		\$ 110,180	\$ 110,180	\$ 110,180	\$ 110,180	\$ 110,180 new building
<b>Total Operating Expenses</b>		<b>\$ 263,630</b>	<b>\$ 268,781</b>	<b>\$ 274,115</b>	<b>\$ 279,637</b>	<b>\$ 285,355</b>
<b>Net Asset Profit or (Loss)</b>		<b>\$ 122,770</b>	<b>\$ 124,579</b>	<b>\$ 126,379</b>	<b>\$ 128,169</b>	<b>\$ 129,946</b>

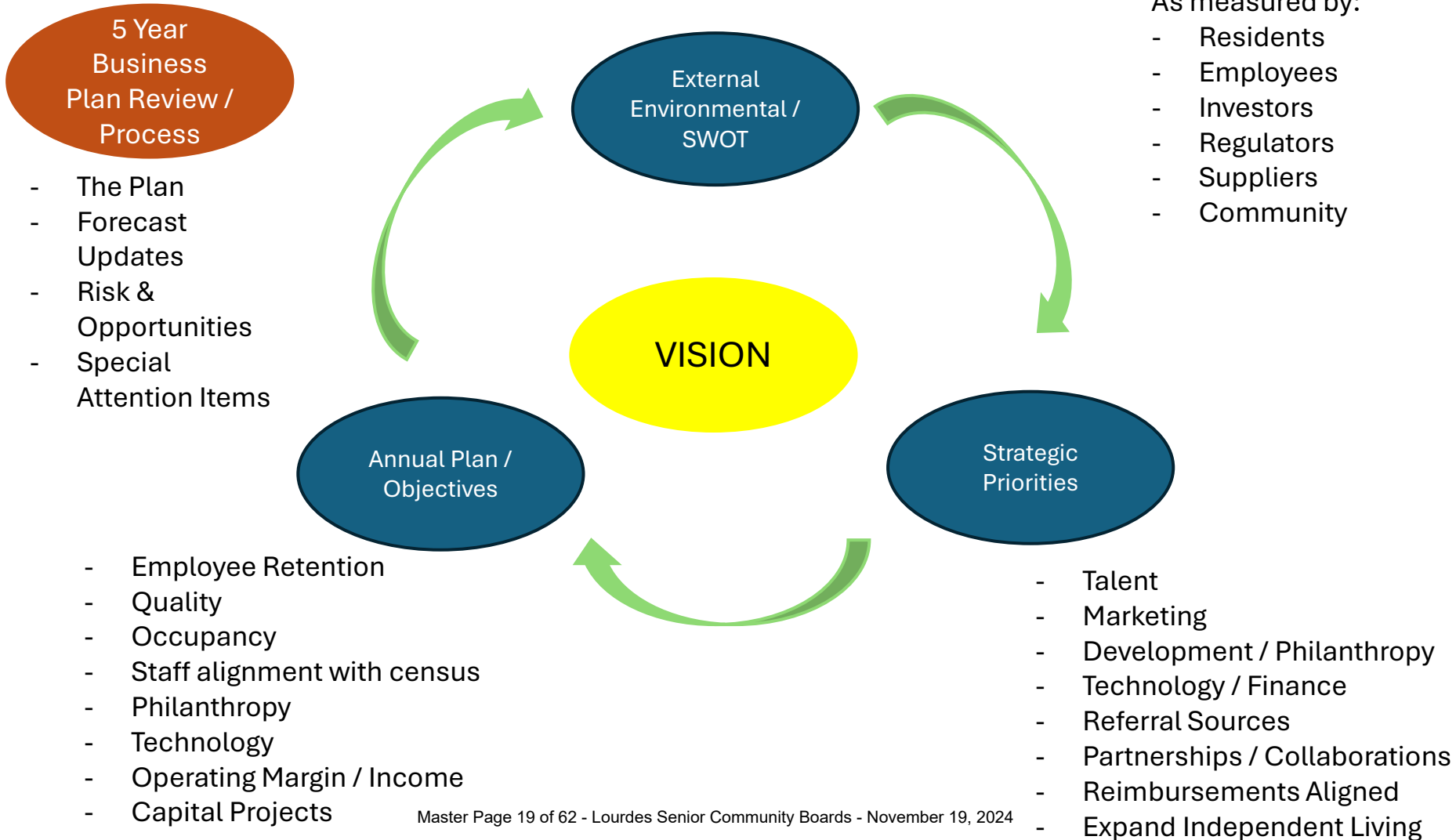


***Five Year Strategic Plan  
2024 – 2028***

***Revised 11-11-2024***

# LOURDES STRATEGIC PLAN PROCESS

VISION – “Lourdes’ vision is to be the most trusted senior living community in Michigan by providing comprehensive and individualized care to residents and by treating each person with compassion, respect, and dignity in a loving and faith-filled environment.”



## ***Summary and Overview***

The Lourdes Senior Community Board of Directors in conjunction with the leadership team have developed this strategic plan to guide the work of the organization over the next five years. This plan aligns well with Lourdes Senior Community's vision, mission, and values. The goals and objectives outlined here reflect both the current operating environment as well as the the long-term vision of the organization. In the coming years, leadership will use this plan to focus effort, communicate priorities, and navigate an ever-changing environment riddled with challenges and opportunities.

### ***Our Vision***

Lourdes' vision is to be the most trusted senior living community in Michigan by providing comprehensive and individualized care to residents and by treating each person with compassion, respect, and dignity in a loving and faith-filled environment.

### ***Our 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.

### ***Our Values***

Compassion

Service

Spirituality

Dignity

### ***The Landscape***

Lourdes Senior Community maintains an exquisite reputation in Waterford MI for providing the best care possible with compassion, dignity, and respect to the older adults we serve. It is one of the only single-site, Catholic, non-profit, life plan communities in Southeast Michigan. The commitment and skill of team members at Lourdes is further evidenced by the longevity of so many. Having been organized by a call from the Archdiocese back in 1965 and now sponsored by the Dominican Sisters of Peace, Lourdes Senior Community continues to spread its Catholic values to both residents and team members on a daily basis.

However, Lourdes is not without its challenges. Like so many senior retirement communities, Lourdes must navigate increased regulatory oversight, decreased reimbursement, a reduction in the healthcare workforce, and an unstable economic environment. It must remain competitive in a world where retirement communities continue to grow in number. In addition to many mergers and acquisitions in the industry

which is pushing single-site facilities to their extinction or forcing not for profits to be merged into for profit organizations portfolios.

Lourdes must continue to recover from the effects of the pandemic while maintaining a close eye on other viruses or diseases that can create similar impacts to operations and care delivery.

Lourdes is faced with the decision to expand its independent living line of services, find partnerships to ensure open space is utilized, and continue to be a leader in providing older adult services.

### ***The Strategic Plan***

Within the context of an environment that offers such challenges and opportunities, Lourdes Senior Community has developed a strategic plan with nine primary focuses:

- A. Talent – Recruitment and retention
- B. Marketing and competition
- C. Development and Philanthropy
- D. Technology and Finance
- E. Referral Sources
- F. Partnership and collaborations
- G. Reimbursement with the alignment of service offerings across the campus
- H. Expansion of Independent Living Units
- I. Other Initiatives

### ***Implementation of the Plan***

Each year, the President & CEO in collaboration with the Lourdes Senior Community Board of Directors and Senior Leadership Team will draft an annual operating summary plan with key objectives for the given year. For each goal and objective, the operating plan will detail the specific activities to be executed that year as well as the individual responsible for ensuring they are carried out. These objectives and goals will be discussed with the Board, and they will ensure the operating plans set forth by the CEO, will move Lourdes toward its strategic goals and objectives. A green check mark (✓) reflects the objective has been completed.

## **A. Area of Focus: Talent – Recruitment and Retention**

*Lead: Rebecca Latta*

**Background** Lourdes has traditionally enjoyed a stable, tenured workforce. However, current talent shortages and generational shifts are challenging this stability, particularly in the senior care sector.

**Goal** To ensure Lourdes' ability to attract and retain skilled team members by strengthening our talent strategy.

### **Objectives**

- **✓ Expand Recruitment Channels:** Broaden recruiting efforts beyond traditional job postings by leveraging a mix of channels, including Indeed, social media, word of mouth, and hosting open interviews.
- **✓ Expand Recruitment Channels:** Broaden recruiting efforts beyond traditional job postings by leveraging a mix of channels, including Indeed, social media, word of mouth, and hosting open interviews.
- **✓ Enhance Team Engagement:** Enroll in the "We Care Connect" survey program to listen to and engage team members actively. Use insights to develop targeted action plans that address concerns and suggestions.
- **✓ Foster Internal Engagement:** Develop initiatives and events that encourage team interaction, appreciation, and enjoyment to strengthen a positive work culture.
- **Consider Workforce Assessment & Strategy:** If needed, engage an external expert to conduct a comprehensive assessment of Lourdes' talent practices. The assessment should include strategies covering culture, benefits, training, hiring, contingent labor, employee wellness, work-life balance (including child care and mental health), retention, compensation, flexible work models, and even potential resident employment. Deliverables should include a detailed workforce strategy with recommended actions, high-level cost/benefit analysis, and a sequenced implementation plan.

## **B. Area of Focus: Marketing and Competitor Strategy**

*Lead: Development Manager & Rich Acho*

**Background** Evolving customer needs necessitate a reassessment of Lourdes' marketing strategy. Customer (resident/family and feeder organizations) needs are changing.

**Goal** Strengthen Lourdes' brand presence in the community.

### **Objectives**

- **✓ Create a Commercial:** For social media, tours, local channels, and streaming platforms.
- **✓ Advertise with Archdiocese of Detroit:** Access platforms reaching 32,000 subscribers.
- **✓ Collaborate with Competitors:** Partner with providers that lack Lourdes' full service offering.

**Host Community Events:** Both on-campus and off-campus to boost visibility.

- **Marketing and Competitor Assessment:** If needed, perform a Marketing and Competitor Assessment and Strategy – Select and engage an external expert to conduct a detailed analysis of Lourdes Senior Community's current marketing activities and competitors. Firm should develop a comprehensive marketing strategy (inclusive of all marketing activities and materials across all stakeholders [i.e., residents, families, hospitals, etc.] and channels [i.e., digital/web/social/print/media/etc.) and document recommended actions and high-level costs, benefits, and sequencing associated with any recommended actions. This effort should also include:
  - Opportunities to Team with "Competitors" - identification of organizations that may compete with Lourdes in one or more services (e.g., independent living) but may want to explore teaming with as a feeder into another area (e.g., skilled nursing or rehab)
  - Comprehensive Market Assessment – identification of the market for various senior services in Lourdes service area, evolving demographics, and customer needs (e.g., amenities). This will be a key input into determining whether the services discussed during the retreat (e.g., Independent Living, Assisted Living, etc.) are fully saturated in Lourdes service area or whether an opportunity exists to potentially expand those services.

**C. Area of Focus: Development Strategy**

*Lead: Development Manager and Rich Acho*

**Background** Expected pressure on operating margin will require strengthened commitments from Lourdes donor community to support needed investments in the campus. However, Lourdes, like many other organizations, has seen philanthropy funds diminished over the years. Studies highlight that the generations of today are not as philanthropic as the past generations.

**Goal** Enhance Lourdes' development strategy to increase contributions and gifts.

**Objectives**

- **Catholic Funding Guide:** Pursue 15+ additional grants annually.
- **Resident Relations:** Foster connections with residents to strengthen community support.
- **Reconnect with Past Donors:** Engage previous capital campaign donors.
- **Philanthropy Assessment:** If needed, perform a Development and Philanthropic Assessment & Strategy - Select and engage an external expert to conduct a detailed analysis of Lourdes' current development activities. The firm should document recommended actions and high-level costs, benefits, and sequencing associated with any recommended actions (inclusive of highlighting leading practices that Lourdes would benefit from).

## **D. Area of Focus: Technology and Finance Strategy**

*Lead: David Krolkowski & Rich Acho*

**Background** Emerging technologies present opportunities to improve resident care and employee experiences. The use of technology to support the care of older adults and their families is rapidly changing. There is an opportunity to explore how technology can help improve the employee experience, reduce risk, and further differentiate Lourdes from its competitors. In addition, to improving the technology utilized by our team members to carry out their tasks.

**Goal** Develop a technology strategy to optimize resident care and staff efficiency.

### **Objectives**

- **✓ Ziegler Linkage Fund:** Invest to stay updated on senior living technologies. Lourdes will attend webinars on new products available or services being offered and piloted within the fund
- **IT Strategy:** Collaborate with outsourced IT to meet resident and team needs.
- **✓ Physical Plant Inventory:** Assess campus needs for future planning.
- **✓ Forward-Looking Financial Pro-Forma:** CFO to create a multi-year financial projection based upon current service mix, best estimates of occupancy, payer mix, reimbursement changes, and rising costs (e.g., food and labor). Analysis should highlight any potential regulatory risks/costs and be presented to the Finance Committee and subsequently reviewed with the Board as an input into scenario planning, budgeting, and a subsequent more comprehensive multi-year strategy.
- **Technology Strategy Assessment:** If needed, perform a Technology Assessment & Strategy – Select and engage an external expert to conduct a detailed analysis of Lourdes Senior Community’s current technology environment. The firm should develop a comprehensive technology strategy and document recommended actions and high-level costs, benefits, and sequencing associated with any recommended actions. Assessment and strategy should be broad (e.g., clinical technology, connectivity with feeder partners, resident- and family-centric technologies, workforce productivity, etc.) and identify leading practices that Lourdes would benefit from.

## **E. Area of Focus: Referral sources**

*Lead: Rich Acho*

**Background** Lourdes' reliance on a limited referral base drives us to seek a diversified referral strategy.

**Goal** Expand Lourdes' referral sources to improve census and operational results.

### **Objectives**

- **Increase Referral Base:** Work with Health systems to include:
  - Trinity Oakland
  - Henry Ford West Bloomfield
  - Henry Ford Rochester Hills – New Joint Venture
  - Independent Assisted Livings and Independent Living organizations that do not have any SNF's associated with them
- **Community Relationships:** Strengthen ties with local organizations (e.g., Waterford Senior Center, Fire Department).
- **✓ Home Health Provider Assessment:** Create an inventory of and conduct a high-level assessment of the leading home health providers that provide services in Lourdes service area. Identify a prioritized list of providers that Lourdes leadership would subsequently explore in more detail for potential teaming opportunities
- **Insurer Strategy:** If needed, perform an Insurer Contract and Relationship Strategy - Select and engage an external expert to conduct a detailed analysis of Lourdes' current contracts with health insurance companies (e.g., Medicare Advantage contracts). The firm should document recommended actions and high-level costs, benefits, and sequencing associated with any recommended actions (inclusive of re-negotiating existing contracts, establishing relationships with other insurers, etc.).

***F. Area of Focus: Review of additional line of business offerings to the campus by utilizing partnerships and or collaborations***

*Lead: Rich Acho*

**Background** Shifts in the industry suggest potential for new services and partnerships. The shift in services from skilled nursing to increased independent living units has excelled due to the baby boomer population. It is expected that beginning in 2026 and for another 20 - 25 years, the number of our seniors will be at the highest level it has been, and they will make up the largest generation of the population.

**Goal** Explore service expansions to maximize campus resources and align with demographic trends.

**Objectives**

- **✓ Partnership Options:** Investigate and vet out options of collaboration and or partnerships with other organizations to enhance the offerings currently at Lourdes for optimization of the open wing (Expected by July 2023)
- **✓ Board Presentation:** Present findings to the Board of Directors in August 2023 on the organizations selected to potentially sublease space from the Lourdes Rehab open wing
- **✓ Sublease Agreement:** Draft and execute a sublease agreement with a like-minded organization to enhance the offerings at Lourdes and to provide an additional stream of diversified revenue to the campus. Expect completion of a signed agreement before the end of December 2023
- **✓ Evaluate New Services:** Review the prospect of additional service lines that would be started by Lourdes, this can include Home Health Care, focus on other. We can achieve this with Angela Hospice and them coming into the Waterford market
- **Continual Growth:** Continue to investigate other collaborations and partnerships that can lead to future growth of Lourdes Senior Community and allow for diversification of revenue streams and report to the board at least one time annually ( Quarter 4, 2023 – Quarter 4, 2027)

**G. Area of Focus: Service Alignment and Care Management**

*Lead: Rich Acho*

**Background** There has been a shift in desires of potential residents when it comes to senior living options. “Typical” rehab patients now want to go home and receive treatment at home instead of a SNF. Residents are waiting much longer to enter a community, and we have seen this with the increase in average admission ages.

**Goal** Conduct a feasibility study to align unit counts with market demand and improve care transitions.

**Objectives**

- **✓ Unit Feasibility Study:** Assess current service offerings and determine viability in June 2023
- **✓ Bed Count Evaluation:** Review bed counts across nursing, assisted living, memory care, and independent living for continued feasibility
  - Evaluate the current 60-bed count with the assisted living
  - Evaluate the current 20-bed count at the memory care
  - Evaluate the current 54-bed count at the independent living
  - Present findings to the Board of Directors in 2023 based on research and present recommendations for future planning opportunities
- **Care Transition Management:** Transition of Care / Care Management Approach – Refine/Refresh/Develop the approach for the transition of care for a resident from one level of care or location to another (e.g., when residents leave rehab/SNF, when residents move from one part of the continuum to another, etc.). This effort might involve teaming or collaboration with home health agencies. The effort should also include making any necessary changes to the contracts with residents/families and/or communication/education that would be beneficial.

**H. Area of Focus: Expand the campus with independent living ranch-style villas and expand campus footprint by adding property owned by the Dominican Sisters for the development of a second independent living building**

*Lead: Rich Acho*

**Background** There has been a shift in desires of potential residents when it comes to senior living options. Baby boomers have a desire to live in a community and with the increase in the number of them, we would like to capture this market share.

**Goal** Expand campus offerings with ranch-style villas and a new independent living building with views of the lake and that has more amenities, offerings, and state of the art features to attract the baby boomers.

**Objectives**

- **✓ Feasibility Study:** Determine demand for villas and additional independent living.
- **✓ Resident Sub-Committee:** Create a sub-committee to help navigate the independent living expansion into ranch-style villas and an additional IL building and meet with future residents and current residents to understand the needs and wants (Began January 2024)
- **Project Execution:** Select an architect and builder, perform financial analysis, secure funding, and monitor project progress (Q1, 2024)

Perform financial analysis to ensure the project will yield positive financial results (Quarter 3, 2024)

Evaluate funding strategies to include bank debt, bond debt, sponsored group funding, and other financial avenues and options to ensure the project can come to fruition (Quarter 4, 2024 - Quarter 4, 2025)

Meet with the construction company and architect throughout build process to ensure project stays on track and being built to the plans (Quarter 4, 2024 – Quarter 4, 2027)

**J. Other Recommended Actions: To include Mission, Core Values, Pillars of Strength, services, SWOT, Board Member Pipeline and Vision**

*Lead: Rich Acho*

**Background** As our objective and priorities change, we must ensure our culture reflects this.

**Goal** Complete necessary updates to mission, values, board pipeline, and vision.

**Objectives**

- **✓ Mission / Core Values / Pillars of Strength / Services:** Make minor wording edits to the mission, core values, pillars of strength, and services as identified in Zeigler’s retreat notes. Present final draft to Board for approval. Completed in 2023.
- **✓ SWOT Analysis** - Make minor wording edits to the SWOT as identified in Zeigler’s retreat notes and share with new leadership when they are in place. Completed in 2023.
- **✓ Vision Review:** The Board recommends the Vision statement be more fully reviewed and refined once new leadership is in place. This could be conducted as part of the multi-year strategy described above. Completed in 2023.
- **Board Member Pipeline:** Given the term limits that were created for the board, it will be important to foster a feeder system / pipeline for future board members. The Governance and Nominating Committee should drive this activity, in collaboration with the Board. Ongoing.

**Jason Mize- Plant Operations Director**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARD**  
**November 2024**

**FOX APARTMENTS**

- Balconies continue to be built. To date, we have built 6 with the 7<sup>th</sup> starting soon.
- We installed new electric doors at the front entrance of Fox.
- We redesigned the front portico by replacing the green canvas with a black metal roof with a decorative front.
- We are in the process of gathering more quotes for the siding replacement on the exterior of the building as the old siding is deteriorating.

**MENDELSON**

- A new front entrance sign was installed. The campus has now replaced all the signs for each location.
- Flooring was installed in the front entrance/lobby area, giving the building a beautiful new look.
- LED lights were installed replacing the incandescent lights in the hallways to improve vision and to be more energy efficient.

**CLAUSEN**

- We have replaced several HVAC units in resident rooms as the old ones are starting to fail. We will continue to replace units as needed.
- New flooring will be installed throughout the hallways once the material arrives.

**CAMPUS**

- Plant Ops staff built a storage salt bin for rock salt to save on the cost of purchasing bagged rock salt. The cost savings are roughly \$150 per pallet.
- We are in the process of obtaining quotes for a boat launch.

**Rebecca Latta, Director – Human Resources**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

## **Holiday Season at Lourdes**

### **Thanksgiving Giving**

This Thanksgiving we will have our third annual Lourdes Family nominations. Our employees may nominate a team member who may need some extra help during the holiday season to provide food, gifts, etc. Each year we have received ten to fifteen nominations and have been able to assist every nomination during the season.

### **Christmas Luncheon**

Our employee Christmas Luncheon on December 11 will be one big luncheon instead of individual luncheons in each building. The luncheon will be held at Fox Manor's dining room.

### **Christmas Gift Basket Giveaway**

This year we will have baskets of goodies (candles, treats, Lourdes merchandise) to raffle off to employees at the luncheon.

## **Work Force**

### **Recruiting –**

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

- Online recruiting – we continue to see an increase in applications and interviews for our open positions. The majority of our applicants come through Indeed ads and from our Lourdes website.
- Response time – we continue to respond within 24 – 48 hours upon receipt of the applications. Depending on the response from the applicant we are scheduling interviews within 72 hours.
- 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. We are hoping to use the insights from the survey to assist us in retaining our talent.

- Survey – our ongoing surveys have provided us with insights and immediate feedback from our employees. We meet with employees within 48-72 hours when they indicate there are concerns.

- Wages – we continue to monitor the market to ensure our wages are competitive. Our recent completion of the union negotiations has increased the wages for our cenas, laundry and housekeepers to stay in line with market conditions.
- Reduced work weeks – This continues to be a popular benefit for our employees. We have made four successful transitions to a four-day work week.
- 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 the homes we are on our second round and one home has requested another poster.

We are constantly reassessing to see what other changes we can make to improve our employees' lives.

**Requested Action: For Your Information**

**Rebecca Latta, Director - Human Resources**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

<b>STAFFING:</b>			
<b>CLAUSEN MANOR</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>HIRES</b>	10	14	27
<b>TERMINATIONS</b>	18	19	26
<b>TURNOVER RATE</b>	86%	86%	91%
<b>FTE'S*</b>	15.3	15.6	17.3

<b>FOX MANOR</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>HIRES</b>	12	8	10
<b>TERMINATIONS</b>	11	9	5
<b>TURNOVER RATE</b>	57%	45%	18%
<b>FTE'S*</b>	9.2	9.7	9.5

<b>LOURDES REHABILITATION AND HEALTHCARE CENTER</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>HIRES</b>	31	30	38
<b>TERMINATIONS</b>	50	30	39
<b>TURNOVER RATE</b>	51%	32%	40%
<b>FTE'S*</b>	73.0	70.0	72.0

<b>MENDELSON</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>HIRES</b>	36	30	32
<b>TERMINATIONS</b>	45	34	39
<b>TURNOVER RATE</b>	71%	54%	60%
<b>FTE'S*</b>	47.0	47.8	45.8

<b>CAMPUS (average/facility)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>HIRES</b>	22.3	21	27
<b>TERMINATIONS</b>	31	23	27
<b>TURNOVER RATE</b>	66%	54%	52%

\* 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**  
**November 2024**

<b>Breakdown of Terminations</b>			
<b>CLAUSEN MANOR</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Resident Assistants	15	19	21
Housekeeper	0	0	2
Admin/Activities Assistant	3	0	3
<b>Total</b>	<b>18</b>	<b>19</b>	<b>26</b>

<b>FOX MANOR</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Housekeeping	5	2	2
Dietary	5	5	2 (1 retire)
Massage Therapist	0	2	0
Administration	1 (retire)	0	1
<b>Total</b>	<b>11</b>	<b>9</b>	<b>5</b>

<b>LOURDES REHABILITATION AND HEALTHCARE CENTER</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Nurses	15	14	17
Nurse Aides	13	10	13
Housekeeping/Laundry	9 (1 retire)	1	0
Dietary	5 (transfer to unidine)	0	0
Administration	5 (2 retire)	4	4
Activities	3	1	5
<b>Total</b>	<b>50</b>	<b>30</b>	<b>39</b>

<b>MENDELSON</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Resident Assistants	30	24	28
Dietary	9	4	8
Activities	3	2	3
Administration	1	1	0
Housekeeping	2	3	0
Massage Therapist	0	0	0
<b>Total</b>	<b>45</b>	<b>34</b>	<b>39</b>

<b>Total all four facilities</b>	<b>124</b>	<b>92</b>	<b>72</b>
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**Requested Action: For Your Information**

**Maureen McGee, Administrator - Lourdes Rehabilitation and Healthcare Center**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARD**  
**November 2024**

**COVID Update:**

Lourdes experienced a COVID outbreak beginning October 13, 2024, through October 26, 2024. The last resident came out of isolation on November 5, 2024. In total 11 residents (10 on Hope Hall and 1 on Rehab West) were affected. Eight staff experienced COVID during the same period.

Identification was key and the staff was able to contain the spread on the long-term care unit.

CDC guidelines remain rigid:

- 10 days of transmission-based precautions
- Testing residents every 3-5 days, in affected areas
- Staff testing twice weekly
- Source control (masks) for 14 days following the last positive case

Resident COVID vaccination rate: 43%; 6 haven't received due to current COVID  
Staff COVID vaccination rate: <1%

**Flu Vaccine:**

Staff vaccination rate: 43%  
Resident vaccination rate: 70%

**Activity Director:**

A'Lexuss Stewart joined Lourdes in September, as the activity director. Lex worked for Regency of Waterford from March 2017 to September 2024 in various roles, including Activity Aide, Certified Nursing Assistant, and Activity Assistant. She received her activity certification in 2024.

**Director of Nursing:**

Greg Carswell RN, DON resigned from Lourdes to pursue other opportunities. Sherry Skiba accepted the position and will begin in early November. Sherry comes with several years of experience as a Director of Nursing and is also certified in infection prevention.

**5-Star:**

Lourdes remains a 5-Star facility with the October 2024 refresh.

**David Krolkowski, Director of Finance**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

**September 2024 YTD Financial Statements:**

**Statement of Operations** – Entity specific and consolidated financial statements for YTD ending September 30, 2024, are summarized below. The Consolidated Income from operations was \$848,192 to a budget of \$245,392 a favorable variance of \$602,800. The consolidated operating margin is 6.03% to a budget of 1.77%. The September 2024 YTD results are reflected by entity as follows:

	Actual	Budget	Variance	Operating Margin
Lourdes	364,825	(110,208)	475,033	4.23%
Mendelson	323,758	89,566	234,192	10.20%
Clausen	9,586	6,652	2,934	0.85%
Fox	288,711	302,870	(14,159)	23.21%
Campus	(138,688)	(43,488)	(95,200)	0.00%
<b>Total</b>	<b>848,192</b>	<b>245,392</b>	<b>602,800</b>	
<b>Consolidated Margin</b>				<b>6.03%</b>

Lourdes occupancy has operated at an average YTD level of 70.33 residents (87.91% of occupancy) with a Medicare/HMO mix of 23.48 residents or 33.0% of the actual occupancy payer mix. We are receiving an average per day revenue on those payors of \$567, budgeted to be \$555, so we are seeing a \$12 increase per patient day.

On a YTD basis, Mendelson has operated at an occupancy rate of 97.1%, to a budget of 88.3% and Fox has operated at 91.3% occupancy to a budget of 94.44%, Clausen has a YTD occupancy rate of 92.4%, budgeted to be 90.0%.

On a consolidated YTD basis, revenue is favorable \$194,212, and expenses are favorable \$408,588. The YTD operating income is \$848,192, compared to last year’s YTD income through September of (-\$50,537), favorable by \$898,729 year-over-year.

We have seen remarkable improvements organization-wide, both in exceeding our budget goals and outperforming the same period last year. Lourdes Nursing and Rehab has been the standout, with operating income increasing by \$475K against budget, driven by more favorable reimbursements from Medicaid and Medicare/HMO. Additionally, rental revenue from Angela Hospice contributed \$28.8K per month, totaling \$201K through September. On the expense side across the campus, we achieved \$409K in budget savings, largely due to favorable medical insurance premiums and credits to our workers’ compensation policy, collectively strengthening our financial position. Mendelson is also performing exceptionally well, with an increase of \$234K over budget, largely due to a strategic initiative offering courtesy discounts, which successfully filled beds and boosted census.

**Statement of Financial Position** - Consolidated operating cash as of September 30, 2024, is \$6.0MM.

Investment valuations increased \$2.4MM, an 8.05% return from December 2023. Philanthropy efforts for nine months totaled about \$178.1K netted down to (-\$10.9K) when factoring in direct costs to raise the contributions (excluding salaries) and utilization of the funds.

**Audit Status / Tax Return / Cost Report:**

The Medicaid audit for FYE 2022 was completed and passed with no adjustments. The 2023-2024 Workers' Comp audit was completed in October. The 2023 financial audit by Plante Moran was completed and we received an unmodified/clean opinion. The 2023 Cost Report was accepted and filed as well as the 990/tax returns.

The audit committee has completed the RFP process for audit and tax services, which included vetting three firms. The committee unanimously selected Plante Moran to continue to provide their expertise, which Lourdes has been receiving for 40 years.

**2024 Capital Spend:**

As of September 2024, the total capital spend was \$432K compared to a budget of \$1.3MM. The largest project, Fox Siding budgeted to be \$800K in 2024 has been postponed until 2025.

**2024 Continuing Support Fund:**

The continuing support committee met on December 14, 2023. The committee approved spending for 2024 of \$135K based on the residents at the time who applied. We have one additional resident at Clausen who has been approved as of June and is receiving \$5.2K/month. In 2024, we have spent about \$99.4K thus far. Through September 2024, we have given courtesy discounts of \$271.7K.

**Cori Sharrard RN, BSN – Director of Clausen Manor**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

<b>CENSUS INFORMATION: As of November 8, 2024</b>	
<b>CURRENT NUMBER OF RESIDENTS</b>	17 (1 receiving hospice)
<b>TOTAL NUMBER OF ADMISSIONS 2024</b>	10
<b>FROM CAMPUS 2024</b>	6
<b>TOTAL NUMBER OF DISCHARGES 2024</b>	10
<b>DISCHARGES TO CAMPUS FACILITIES 2024</b>	0
<b>OFF-CAMPUS DISCHARGES 2024</b>	3 (1 elopement risk, 2 to other facilities)
<b>NUMBER OF DEATHS 2024</b>	7
<b>ACTIVITIES FOR RESIDENTS</b>	
<ul style="list-style-type: none"> <li>• After careful consideration we parted ways with our previous Activity Coordinator and went on an extended search for a person who could better meet the needs of our residents. On November 1<sup>st</sup> Christina O’Neil took over the position of Activity Coordinator. Christina comes to the facility as a Board-Certified Music Therapist, she is Dementia Certified and is an End-of-Life Doula.</li> <li>• The residents have already experienced some of what Christina has to offer. They sang a great rendition of “You are my sunshine” accompanied by Christina on the guitar. Those residents who are veterans were also celebrated on Veteran’s Day.</li> </ul>	
<b>FACILITY ISSUES</b>	
<ul style="list-style-type: none"> <li>• An anonymous report was made to Adult Protective Services regarding the potential abuse of a staff member towards a resident. APS along with LARA are jointly investigating this incident.</li> <li>• Several direct caregivers have been invited to participate in an 8-hour training on Dementia that has been offered free of charge by Leading Age.</li> </ul>	
<b>RESIDENT CHALLENGES</b>	
<ul style="list-style-type: none"> <li>• The beauty of Clausen Manor is that when a resident enters the facility they are not asked to leave as their condition declines. This allows both the resident and their family to spend their final days in one last community where the continuity of care can contribute to comfort and solace as their days come to an end. The difficulty lies in trying to staff according to the resident’s needs. Each stage of decline typically requires more care from the caregiver, which makes balancing staffing more difficult.</li> </ul>	
<b>FACILITY UPGRADES</b>	
<ul style="list-style-type: none"> <li>• Additional security cameras were added to the exterior of the facility</li> <li>• New flooring for the interior perimeter of the facility has been ordered and is being anxiously awaited.</li> </ul>	

**TRENDS**

- Average Age: 85
- Range of ages: 64-94
- Length of Stay: 572 Days
- There are currently six men and 11 women and one married couple.
- 16 residents are under the care of Dr. F. Salloum and our facility is covered by his Nurse Practitioner, Deb Sperry.
- Every other week the Nurse Practitioner from Psych Services, Jaime Eddy, facilitates the mental health care of 4-5 different residents. Her services to the residents and the facility are invaluable.
- One resident utilizes the services of an outside physician.
- One resident receives services from Trinity Hospice
- Two residents are receiving the services of Trinity Home Care (both residents have indwelling catheters).
- Many residents' families have their briefs shipped to the facility from places such as Amazon. A recent request has been received from 2 separate families for the staff to take a photo of the briefs that were received at the facility and send the photo back to the family as proof of delivery.
- Numerous residents have been utilizing the services of the rehab department at LRHC for PT, OT, and Speech Therapy.
- YTD Occupancy 92% Budget 90%

**DIRECTOR'S ADDITIONAL THOUGHTS:**

- Currently there are 3 openings – None of these openings are spoken for.
- On-going education is being offered to the staff on varied subjects such as caring for difficult residents, residents who do not sleep, the importance of fire drills as well as continued access to Health Care Academy.
- Staffing with caring, compassionate, and dependable people continues to be a very delicate balance.

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

\*\*With the census at 17, staffing has been dropped to 3 direct care staff on days and afternoon shift and 2 on the midnight shift.

**Robin McClintock, CTRS, CALD – Fox Manor**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

<b>CENSUS INFORMATION: As of November 6, 2024</b>	
<b>NUMBER OF RESIDENTS</b>	58
TOTAL NUMBER OF ADMISSIONS 2024	11
FROM CAMPUS 2024	2
TOTAL NUMBER OF DISCHARGES 2024	9
DISCHARGES TO CAMPUS FACILITIES 2024	3
OFF-CAMPUS DISCHARGES 2024	3
NUMBER OF DEATHS 2024	1
<b>MAJOR ACTIVITIES FOR RESIDENTS</b>	
<ul style="list-style-type: none"> <li>• Summer outdoor activities wound down with the last fall color boat cruise on October 2<sup>nd</sup> and the last golf cart rides on November 1<sup>st</sup>. With the extended warm autumn weather, the residents are still enjoying outdoor time with walks, happy hour, and campfires on the patio.</li> <li>• On September 23<sup>rd</sup>, a group of residents went to Greektown Casino in Detroit. Some of the residents came back winners and some came back a little lighter in the pocketbook.</li> <li>• On October 24<sup>th</sup>, the residents participated in the retirement party of one of our long-time employees, Debbie Hevel. Debbie was a cook at Fox for 19 years.</li> <li>• The Halloween Party was a huge success this year. All of the residents and staff in attendance attended in a costume of some sort. The residents were treated to music from the band Soundz of Music. They drank Hocus Pocus punch, ate mummy dogs with three-layer dips, and homemade candy corn-shaped sugar cookies for dessert. It was a really fun event.</li> </ul>	
<b>MAJOR FACILITY ISSUES</b>	
<b>COVID 19 Strategies</b>	
<ul style="list-style-type: none"> <li>• Reporting to the Oakland County Health Department only must be completed if the facility has a positive COVID case.</li> <li>• Per the CDC, the length of isolation has changed. If a resident or employee tests positive for COVID-19, isolation only lasts until they are 24 hours symptom-free. A mask is recommended once out.</li> </ul>	
<b>COVID 19 Cases:</b>	
<ul style="list-style-type: none"> <li>• Residents 2024 = 10</li> <li>• Employees 2024 = 0</li> </ul>	
<b>VACCINE:</b> Fox is partnering with OneCare Pharmacy to host a COVID-19 vaccine clinic on November 14 <sup>th</sup> .	
<b>TRENDS</b>	
<ul style="list-style-type: none"> <li>• The average age is 85 years old.</li> <li>• The average length of stay is 3.49 years. The resident with the longest length of stay is 13.62 years.</li> <li>• The youngest resident is 69 years old, and the oldest resident is 100</li> <li>• 43 of our 58 residents (74%) are Catholic.</li> <li>• 47 women and 11 men</li> <li>• Four married couples are living at Fox Manor.</li> <li>• One resident over the age of 100. Another resident will be turning 100 in March.</li> <li>• Occupancy YTD 2024: 100%      Budget 2024: 94.4%</li> </ul>	
<b>STAFFING:</b>	
<b>DIETARY</b>	1 full-time cook 1 part-time cook 10 part-time wait staff
<b>ACTIVITIES</b>	1 part-time activities coordinator
<b>HOUSEKEEPING/LAUNDRY</b>	1 full-time resident apartment housekeeper 1 part-time resident apartment housekeeper 1 part-time common area housekeeper

<b>STAFFING CONTINUED:</b>	
<b>ADMINISTRATION</b>	1 full-time building director 2 part-time receptionists 3 in-house security staff
<b>DIRECTOR'S ADDITIONAL THOUGHTS:</b>	
<ul style="list-style-type: none"> <li>• Currently Fox has no vacancies.</li> <li>• There are two planned discharges in the next two weeks. (One to Mendelson and one married couple off campus). One of the upcoming vacancies is spoken for.</li> <li>• Five residents currently receive support services from home healthcare, non-medical assist companies, and Concept Rehab.</li> <li>• Balconies have been installed on the carport and lakesides of the building. Not all residents wanted access to the balcony from their apartments. For the exterior aesthetics of the building, the balconies were installed regardless of the resident access. In the courtyard only one balcony has been installed.</li> <li>• This political season proved to be a challenge. The residents are very enthusiastic about their beliefs and can be too vocal. This has caused some arguments between residents. Rich and I have made a no political posting rule on any of Fox Manor's property.</li> </ul>	



**Robin McClintock, CTRS, CALD - Mendelson Home**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
 November 2024

<b>CENSUS INFORMATION: As of November 6, 2024</b>	
<b>NUMBER OF RESIDENTS</b>	59
<b>TOTAL NUMBER OF ADMISSIONS 2024</b>	22
<b>FROM CAMPUS 2024</b>	7 (4 respite)
<b>TOTAL NUMBER OF DISCHARGES 2024</b>	21
<b>DISCHARGES TO CAMPUS FACILITIES 2024</b>	7
<b>OFF CAMPUS DISCHARGES 2024</b>	6
<b>NUMBER OF DEATHS 2024</b>	8

**MAJOR ACTIVITIES FOR RESIDENTS**

- The residents have enjoyed their time outdoors this summer and early fall. They have been on walks, golf cart rides, had entertainment, and many socials outdoors. There are times when activities will just take an impromptu group of residents out to just sit and enjoy the outdoors.
- September 9<sup>th</sup> – September 15<sup>th</sup> was National Assisted Living Week. Each day of the week had a different theme, and activities were geared toward that theme. The staff had treat days that were centered around the daily theme or some other type of theme, like “Made in Michigan” day. It was a fun week for all.
- On October 24<sup>th</sup>, Mendelson brought back Trick-or-Treating with the residents. This tradition sadly went away due to COVID-19, and this is the first year we have been able to host it. The children of the staff and resident’s family come in costume and parade through the building. Each resident has a bag of candy they hand out as the children trick-or-treat through the halls. There were about 40 children in attendance this year.
- October 31<sup>st</sup> also brought a Halloween party. The staff dressed in costume and the residents were treated to cider, donuts, and cookies.

**MAJOR FACILITY ISSUES**

**COVID 19 Strategies**

- MDHHS has removed most of the COVID 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.
- Per the CDC, the length of isolation has changed. If a resident or employee tests positive for COVID, isolation only lasts until they are 24 hours symptom-free. A mask is recommended once out. However, as a facility we are isolating the residents at least 5 days and evaluating their symptoms.
- 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 2024 = 8
- Employees 2024 = 2

**VACCINES:** Mendelson is partnering with OneCare Pharmacy to host a COVID-19 vaccine clinic on November 14<sup>th</sup>.

**TRENDS**

- Average Age: 89
- Average Length of Stay: 660 days
- Currently there are fifty-four women and five men.
- Two married couples live at Mendelson.
- There is one resident currently receiving hospice services.
- Fifty residents utilize the services of Dr. Grivej.
- Three residents are 100 years or older.
- Occupancy YTD 2024: 95.0%      Budgeted occupancy 2024: 88.3%

**DIRECTOR'S ADDITIONAL THOUGHTS:**

- There are currently three openings. All of the openings are spoken for.
- There are no planned discharges.
- Mendelson is moving into the era where the total universal worker is not the best approach to the Resident Assistant (RA) role. The residents Mendelson admits and maintains are very different than in the past. The residents' needs are greater, and they require more care. The industry standard is for the RAs to pass medications. There is not licensed staff that does this. This is becoming more and more of a concern. We are developing a plan for the initiation of Medication Techs. These Med techs would be the employees who are the elite staff when it comes to medication administration. There are these employees currently in-house. There are other employees whose focus should only be on care and the other duties assigned to them as RAs.
- Staffing seems to be a constant battle, especially with the Resident Assistants. Finding employees who care about their job, the residents, and who also come to work is a challenge. There has been a fair amount of turnover related to attendance and poor job performance. There are currently openings in the following areas: Resident Assistant two part-time day shifts, one part-time afternoon shift and a full-time midnight shift.

STAFFING (All categories not applicable at all facilities)		Days	Afternoon	Midnight
<b>DIRECT CARE</b>		Total Direct Care staff: 27 resident assistants		
<b>STATE REQUIREMENTS</b>		There are no state requirements. Staffing is mandated to be whatever is needed to provide care based on the acuity of the residents.		
<b>FACILITY GOALS (at budgeted occupancy)</b>		6.0	5.5	4.0
<b>ACTUAL STAFFING</b>		6.0	5.5	4.0
<b>CLINIC STAFF</b>	1 full-time RN 1 part-time RN 1 full-time Clinic Tech			
<b>DIETARY</b>	1 full-time Manager, 4 cooks, 6 servers/dishwashers, 1 stock (some positions are shared with Clausen)			
<b>ACTIVITIES</b>	1 full-time coordinator, 2 part-time assistants			
<b>HOUSEKEEPING</b>	1 full-time Supervisor, 2 part-time (Supervisor shared with Clausen)			
<b>HOUSEKEEPING/ROOM ATTN</b>	2 full-time			
<b>ADMINISTRATIVE</b>	5 full-time (3 are shared with Clausen), 2 part-time (receptionists)			



**Rich Acho, President and CEO**  
**REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS**  
**November 2024**

The fall season is always a beautiful time at Lourdes. We've enjoyed watching the leaves change color and participating in fall festivities around the campus. Now, as winter approaches, we turn our focus to preparing for the Christmas season and the cold, snowy weather that comes with it.

**CEO - Update**

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

- Angela Hospice is set to open for internal patients on November 20th, with a public opening scheduled for December 1st.
- Wendy Mosella has departed from Lourdes, and we are actively assessing future plans for the Development department. In the interim, I have been managing grant applications and following up on requests. Debi has been assisting with mailings and other development-related tasks.
- The township approved the Villas project in October, despite some unexpected challenges. We are now focused on selecting a contractor, finalizing architectural prints, and choosing interior finishes for the Villas..
- I'm pleased to report tentative approval from Waterford for our new apartment building. This is a significant achievement, as initial meetings with the Fire Chief and Planning Director in June indicated opposition due to concerns over EMS and fire service demands. We have since collaborated on an ordinance to impose fines on facilities that overuse emergency services, which is expected to be approved in December.
- In my role as a "Sales Representative" for the Villas, two of the eight units have been reserved. Although three individuals withdrew their interest, we continue to market the remaining units.
- Our property tax appeal remains with the Tax Tribunal, and we anticipate it could take six months or more to receive a decision. We submitted our case in May 2024.
- The SEIU union contract has been ratified, with terms acceptable to both parties. The new contract will, however, add an annual cost of approximately \$120,000 to Lourdes.
- A few team members recently completed a Dementia Training program, earning certification as Certified Dementia Practitioners. This insightful course will help us better serve our residents with dementia.
- To stay competitive in senior living, we are investing in significant capital improvements across our campus buildings, including Mendelson, Clausen, and Fox Manor.
  - New, modern signage has been installed at all entry and exit points.

- Seven balconies have been completed at Fox Manor, enhancing curb appeal and resident satisfaction.
- Both Mendelson and Fox Manor received new glass sliding doors and vestibule upgrades.
- Mendelson's lobby carpet and flooring have been fully updated, creating an open and airy ambiance.
- Fox Manor's portico now features a modern metal roof.
- Exterior renovations and upgrades to shared areas and resident rooms are ongoing.
- A donor wall is under construction at the Lourdes building, and we are re-engaging previous donors in anticipation of an event once the wall is complete.

## **Business Growth**

### **Institutionalized Special Needs Plan (ISNP) Contract**

We have finalized a contract with an ISNP to support our Medicaid long-term residents at Lourdes. This partnership provides additional clinical oversight and potential revenue, with a growing ISNP model that reduces strain on the Medicare system. We may explore similar managed care plans for Mendelson and Clausen in the near future.

### **Trinity Oakland Partnership**

We continue to strengthen our partnership with Trinity Oakland. Our shared-risk program has been successful, and we emphasize our high star rating compared to peers. With a recent change in the Director of Discharge Planners, we are working closely with the new physician leading this team, as changes may impact their resident placement decisions.

### **Recruitment of International Nurses**

In light of the ongoing healthcare workforce shortage, we are recruiting two international RNs from the Philippines to join Lourdes, with an anticipated arrival in late 2025. The process has been lengthy, as we initiated this request in Q1 2023.

### **Future Partnerships**

Currently, our only affiliation is with Angela Hospice. We are, however, interested in partnering with a home care agency to support future development projects. I have met with one homecare agency VN Homecare to discuss opportunities.

## **Marketing initiatives continue...**

- We are expanding our advertising efforts with placements in the Archdiocese of Detroit (AOD) channels, local parishes, and at health fairs and senior events.
- Our social media presence is growing, with daily posts showcasing our offerings, promotions, and campus activities.

- We recently updated our marketing photos to highlight our newly remodeled rooms and communal spaces, offering a fresh look at what Lourdes has to offer.
- To boost positive reviews, we've introduced a QR code for easy access to Google Reviews. If you haven't left a review yet, we'd love to hear your feedback!
- We've partnered with an innovative marketing firm for Google SEO services and website management. This partnership also includes strategies to enhance our workforce recruitment and retention by speeding up our hiring process.  
Our Lourdes Magazine is getting a refresh, which will feature new information about the Villas at Lourdes to keep our community informed.

### **Dominican Sisters of Peace Founded Ministries Meeting**

The next meeting is scheduled for January 21st thru January 25th 2025, in Columbus.

### **Governance and Nominating Committee**

The committee convened on November 5, 2024, to discuss key topics including:

- **Board Seats and Membership:** Reviewed current board seats, potential candidates, and strategies for member cultivation.
- **Committee Structure:** Considered merging the Finance and Audit committees due to low membership on the Audit committee.
- **Retreat Planning:** Discussed preliminary ideas for the April retreat.

New appointments:

- **Frank Poma:** Frank Poma will be invited to join the philanthropy committee or another committee that aligns with his interests.
- **Dr. Boal:** Dr. Boal has recently joined the board and will be asked to select a committee in the coming months.

### **Risk Management**

#### **Clausen Manor Allegations**

- Clausen Manor is addressing an open allegation of misconduct and abuse, filed by a disgruntled, anonymous employee. Adult Protective Services (APS) visited on August 2, 2024, and a State Licensing agent conducted a follow-up on August 5, 2024. We are actively working to resolve this complaint and assess the validity of the allegations.
- Additionally, another complaint was reported to APS by a resident's family, concerning a bruise on the resident's face, which was unwitnessed. Both matters are being investigated and addressed to ensure resident safety and compliance.

## **Lourdes Annual State Survey**

- In July, Lourdes completed its annual state survey with only four citations—a record low for us. Issues noted included kitchen cleanliness, proper infection-control gowns, a curtain installation, and a few other minor concerns. The survey team spent only a day and a half on-site, another record for Lourdes. We are pleased to be back to a 5-star facility.

## **Vending Machine Contract Termination**

- We ended our contract with our vending machine provider due to high snack costs, prompting a legal threat from the company. Our attorney is handling the matter, and we are confident there will be no negative outcome. It has been three months with no further communication from the company.

## **IT and Cybersecurity Update**

- **Network Upgrades:** We are actively upgrading network switches and replacing outdated devices across the campus to improve reliability and performance.
- **Cybersecurity:** No cyber breaches were reported in 2024, reflecting our commitment to maintaining a secure environment.

## **Board and Council Participation**

- **Catholic Funeral and Cemetery Board:** I recently joined this board, with my first meeting scheduled for November 21, 2024. I believe this role will support future events and strengthen our partnership with Angela Hospice.
- **Mission Based Health Benefits:** As board chair of the MEWA we established with Leading Age, we are currently managing an 8.22% increase in healthcare premiums for this year.
- **Senior Living Advisory Council with Marsh and McLennan:** I participate in this quarterly council to discuss industry-wide challenges. Our last meeting focused on the scrutiny faced by the assisted living sector.

## **Priests and Religious**

Currently, one priest (Father Lang) resides at Fox Manor. Father Lang serves as our campus Priest in a full-time capacity. He has been extremely accommodating to our resident needs, last rites, sacraments, rituals, etc. We currently have one Dominican associate residing at Lourdes Rehabilitation and Healthcare Center.

## **Upcoming Events**

Donor Wall Unveiling - TBD

**External Events**

1/21/25 – 1/24/25 – Dominican Sisters of Peace Columbus Meeting

**Personal Wellness**

11/29/24 – 12/2/24

**CEO PERFORMANCE METRICS AND KEY PERFORMANCE INDICATORS**

Assessed individual: Rich Acho

2024 Proposed Performance Metrics	Target	2024 Q1	2023 Q1	2024 Q2	2023 Q2	2024 Q3
Retention – Reduce Overall Campus Turnover Rate YOY w/particular focus on new employees	54%	14%	19%	28%	66%	50.00%
Occupancy – Achieve Aggregate Campus Census of 86%	86.0%	89.7%	84%	94%	85%	95.06%
Quality – Reduce Number of Citations That Lead to a Denial of Payment as Compared to 2023 (Target), with a particular focus on reducing falls. [Overall YOY Reduction in # of Citations (Stretch)]	6	0	0	4	0	0
Development – Increase Net Donations by 10% YOY, excluding estate gifts (Target). [>15% (Stretch)]	\$325,000	\$61,010	\$ 51,807	\$ 69,089	\$ 66,448	\$ 88,811
Operating Margin - Improve Operating Margin over 2023, YOY (unknown challenges removed from comparison, i.e. Economic, Political, natural, pandemics, etc.)	2.90%	5.19%	3.01%	5.35%	0.69%	6.03%
Growth – Execute plans developed in 2023 to bring in new revenue for the Nursing & Rehabilitation Center, begin expanding independent living, and continually re-invest in the existing facilities to make them more marketable		We received our first sub lease payment in March 2024 from Angela Hospice. We renovated the wellness center and activity room at Fox Manor. We added a pavilion at Fox Manor. Our IL Committee is running through the IL expansion topics with the architect.		We are continuing to work through the plans for IL expansion. We have met with the Fire Chief and Planning Director at Waterford. We have completed construction of a resident balcony at Fox Manor. We have updated our entry signage.		Villa plans are ready for Board approval. Apartment development is being worked on. We have completed construction of 7 resident balconies at Fox Manor. Entry signage updated. Mendelson common area updated. Glass sliding doors installed at MAL and Fox.
2024 Key Performance Indicators	Target	2024 Q1	2023 Q1	2024 Q2	2023 Q2	2024 Q3
Catholic Identity – Continuously strengthen the ongoing commitment to serving the spiritual needs of residents and families		Father Lang has given us more time now due to his retirement from Shrine		We have worked with the DSOP on the Dominican Charism and how we can use this for future board member and current board member training. A sub committee will be created to assist with carrying this out.		After further discussion with the DSOP representative, we will continue our legacy/history information and look to expand by surveying team members and families on our Catholic Identity and our DSOP.
Employee Satisfaction – Leverage feedback from 2023 baseline survey to improve engagement YOY as measured by 2024 survey		We will be testing all staff this year based on hire date and compare the results to the prior year report		We will be testing all staff this year based on hire date and compare the results to the prior year report		We continue to survey team members 2 x annually. The survey results that come back with low scores are position related, more pay, want more staff per shift, communication by supervisors.

**CEO PERFORMANCE METRICS AND KEY PERFORMANCE INDICATORS**

Assessed individual: Rich Acho

2024 Proposed Performance Metrics	Target	2024 Q1	2023 Q1	2024 Q2	2023 Q2	2024 Q3
I&D – Build upon 2023 activities to conduct ongoing Inclusion and Diversity training		HR held a limited training with supervisors. DEI was part of those discussions with supervisors.				No updates to this
Marketing Plan – Refine and execute marketing plan to increase market share. In 2024, specifically focus on expanded marketing efforts to the Catholic community		Working on getting ads ready to display with the AOD, Detroit Catholic Guide		We advertised with the AOD for two months on the Detroit Catholic & in the AOD newsletter. We have secured our spot for next year as well for 3 months. We are sponsoring an ad at the Catholic Charities event.		We continue to use various advertising methods. We have added more "swag" to our collection of items we give away. In addition, Angela Hospice is advertising for Lourdes as they advertise for themselves.
Resident/Family Satisfaction – YOY Increase in Survey Results, with a particular focus on aligning the care residents feel that they need with the care they receive		We are preparing a survey to go out during Q2 2024		Family surveys went out during this quarter. Pending results.		The overall results were very positive for Lourdes. Felt care was good, things were explained well by the care team, respected. Food was the only items with a "fair" scoring. Mal, CL & FOX are being completed in November.
Star Rating – Maintain 4+ rating and actively maintain /execute plan to keep Star rating above local competitors	4+ star	4 star for 1/1/24 thru 3/30/24		4 star for 4/1/24 thru 6/30/24 star as of 8/1/24	5	5 star as of 8/1/24
Development – Create detailed development plan and Review w/Board by end 1Q '24		Our plan is in motion and we are executing some of the elements of the plan, more events planned for 2024 and estate planning seminars brought to Lourdes.		Our plan is in motion and we are executing some of the elements of the plan, more events planned for 2024 and estate planning seminars brought to Lourdes.		We are adding a donor wall in Lourdes. This has enabled us to engage with our donor base. In addition, we are waiting on an assessment by Plante to discuss the realities of Fundraising as it relates to Senior Living.
Security – Zero successful IT security breaches. Proactive scenario-based planning and training (e.g., active shooter)		Zero		Zero		Zero

### **A. Quality / Resident Care Committee**

- The Quality/Resident Care Committee met on September 18, 2024. The following topics were discussed:
  - Administrator's report
  - Facility reports
  - Lourdes' nursing report
  - Psychiatric services report

The next meeting date is scheduled for November 20, 2024.

**Requested Action: For your information.**

### **B. Audit and Compliance Committee**

- The Audit and Compliance Committee met on November 1, 2024. The following topics were discussed:
  - 2024 Audit schedule and fees
  - Debt covenants
  - Review of committee charter

The next meeting date is scheduled for April 11, 2025.

**Requested Action: For your information.**

### **C. Finance Committee**

- The Finance Committee will meet on November 13, 2024. The following topics will be discussed:
  - Ziegler Linkage Fund
  - Financial statements of September 2024
  - Investment summary
  - MBHB amendment
  - Budget 2025

The next meeting date is scheduled for February 5, 2025.

**Requested Action: Approve FY 2025 Budget and Budget for Villa Project.**

#### **D. Human Resources Committee**

- The HR Committee has not met since the last meeting of the Boards.

The next meeting date is not scheduled at this time.

**Requested Action: For your information.**

#### **E. Philanthropy Committee**

- The Philanthropy Committee met on September 12, 2024. The following topics were discussed:
  - Grant tracking
  - Golf outing update
  - Legacy event update
  - Development update
  - Marketing update

The next meeting date is scheduled for December 18, 2024.

**Requested Action: For your information.**

#### **F. Governance and Nominating Committee**

- The Governance and Nominating Committee met on April 9, 2024, and August 13, 2024. The following topics were discussed:
  - Board/Committee member update
  - Committee membership
  - Retreat planning

The next meeting date is scheduled for January 28, 2025.

**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 12, 2024.

**Requested Action: For your information.**

# Ourdes Senior Community Boards

Tuesday, August 27, 2024, 1:30 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*

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## **BOARD MEMBERS PRESENT**

Richard Acho, President and CEO  
Erin Asdell  
Sister Janice Bachman, OP  
Brian Condit, Chair  
Linda Gifford  
Peggy Holden  
Henrietta Juras, MD  
Msgr. Michael LeFevre  
Joseph Manuszak  
Sister Peggy Martin, OP (via Zoom)  
John Noone, Secretary/Treasurer  
Barbara Mendelson, Vice President (via Zoom at 1:56 pm)  
Paul Propson (via Zoom at 3:15 pm)

## **STAFF PRESENT**

David Krolikowski, 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  
Cori Sharrard, Director, Clausen Manor

## **EXCUSED**

Sister Barbara Rund, OP

## **WELCOME**

The meeting was called together at 1:30 p.m. by Mr. Brian Condit. A full quorum was present.

## **OPENING PRAYER**

The Leadership Team read the prayer.

## **RETREAT FOLLOW UP**

- A. Dominican Charism:** Sr. Janice Bachman, OP, is working with Mark Butler and Claire Crane of the Foundation Ministries department to create a program to roll out the Dominican Charism Initiative to Ourdes Senior Community. The initiative will be rolled out to the Board members during year one, beginning in November of 2024. The second year the initiative will be rolled out to staff. A new, more familiar, meaningful name will be adopted for the rollout.
- B. Strategic Imperatives:** Human Resources recruitment and retention remain at the forefront. Through WeCare Connect each employee receives a satisfaction survey on their anniversary date and six months following. The completion of each survey results in a \$100 bonus to the staff member. Rebecca Latta follows up on any questionable comments with the staff member and the assistance of their manager. Plante Moran has offered an insight report that can be used for philanthropy. Leadership is exploring this further.
- C. Independent Living Expansion:** A site plan of the proposed ranch-style villas was presented to the Board Members. This site plan was approved by the township for the formal application process. Eight villas offered within four duplexes will be offered. Each villa will be 1,360 square feet attached to the other unit in the duplex by the garage wall. Each will have two bedrooms and two bathrooms. Several plans were tweaked to get to this final version. One duplex was going to be designed for the sisters with only one kitchen between the two units and extra bedrooms. The township would not approve this version because it was creating a single-family home rather than two residences. Mr. Acho and Sr. Janice Bachman, OP, met with the sisters who will be residing there and explained the predicament. They were gracious and understood and will be able to make the two units work for them. Of the eight units, 4 are spoken for and deposits have been obtained. The units are entrance fee models with a monthly market rate. The entrance fee is 70% refundable back to the resident upon death or relocation. The residents of the villas are

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welcome to join Fox Manor residents in activities and meals. The official application for approval will be submitted by September 18<sup>th</sup> for the Planning Commission's meeting on September 24<sup>th</sup>. The project will be presented to the Planning Commission on its meeting consent agenda. Following the approval of the township, the plan will be presented to the Board Members in November for financial approval. Ourdes Senior Community is working with the township to draft an ordinance that would assess Waterford Township's senior facilities with a fee for non-emergent calls. Neighboring cities and townships have already adopted similar ordinances. Mr. Acho submitted a draft ordinance that the township will now edit to finalize. The St. Jude Home that will be demolished for the new villas will be holding fire training in the house. Preliminary work continues on the apartment building as well. This will be a 64-unit building with three stories. The units will predominately be one-bedroom or one-bedroom/one-den apartments. Research has shown that two-bedroom units are less desirable than one-bedroom/one-den units. The villas are projected to be completed and move-in ready in October 2025. The convent, retreat house, and rental home will be demolished in early 2026.

- D. Angela Hospice:** Angela Hospice hopes to open in October or early November. They are waiting for the State to approve their license.
- E. Property Taxes:** The property tax case for Mendelson Home, Clausen Manor, and the maintenance garage is now before the Tax Tribunal. The determination of the Tax Tribunal could take six months. Property taxes are being paid on those parcels to stay up to date until the verdict is determined.

It has been made public that The Orchards of Michigan has purchased Canterbury on the Lake. SNFs currently owned by The Orchards have one or two-star ratings. The sale should be completed by the end of the year.

## **MARKETING AND DEVELOPMENT PLANS**

Ms. Wendy Mosella updated the board on LSC's marketing and development plans. The new marketing company has built a new website for LSC. They have proven to be very good to work with. The Continuum newsletter will be sent out only two times a year going forward due to postage costs. The marketing brochures will be redesigned to incorporate all four facilities into one brochure. This will help promote the CCRC aspect. The data in Donor Perfect is being cleaned up and we continue to add donor's email addresses as we get them. The senior population would still rather receive hardcopy mail than email.

More advertising will be done through the parishes. Advertising through other venues is costly and has produced little results. The Matter of Balance classes will only be offered on campus rather than through other facilities to get the community to see what LSC has to offer. The trade shows that the department will attend have been scaled back to only those that have provided a return for LSC.

Google reviews require the reviewer to have a Gmail account which can be problematic for some. We continue to remind residents and families to leave reviews.

Constant Contact will now interface with Donor Perfect for more accurate email results. Direct mail pieces will be explored for better methods. Direct mail is costly and labor-intensive.

The department remains dedicated to applying for additional grants. Alternate funding sources are also being explored.

In 2025, the annual golf outing will be held on June 12<sup>th</sup> at The Fountains in Clarkston. Going forward the outing will be held every year on the second Thursday of June.

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The Ourdes Legacy event was held on August 22<sup>nd</sup> at LRHC. Many informative timeline storyboards are posted in the hallways.

A 50/50 fall raffle will be held again this year with the drawing on December 6. The winner of last year's raffle donated the money back to LSC for a new pavilion for the residents of Fox Manor. This was completed in the spring of 2024.

Planned giving options remain at the forefront of information going out to our donors. The hope is to introduce them to new ways of planned giving that they may not have thought of before.

A resident requested donations for her 100<sup>th</sup> birthday to build a lakeside gazebo. This will be built as soon as the land for the villas is ready.

## MANAGEMENT REPORTS

- A. Human Resources – Rebecca Latta:** The union contract was ratified. The negotiation process ran from April to August. One of the union stewards resigned from her steward position following the negotiations. She did not like how the SEIU representative spoke of the LRHC management. Of the 44 union employees, less than half were paying dues. With the overturning of Right to Work, all union employees must pay dues. Wages were the main demand being asked by the union members. The direct care workers also continue to get the pass-through from the state, going from \$3.20 per hour to \$3.40 per hour in October. This has been approved until October 2025. The Wage Act will bump the wage Fox currently pays its servers from \$11.50 to \$12.50 effective February 25<sup>th</sup>, 2025. The Earned Sick Time Act has no exclusions. Any company with 10 or more people will be required to offer some version of the Earned Sick Time Act. Currently, LSC part-time employees do not receive paid time off. This will give every part-time employee one hour of time off for every 30 hours worked. Turnover rates are down and retention.
- B. Ourdes Rehabilitation and Healthcare Center – Maureen McGee:** The annual survey was held in July. The surveyors were very complimentary to Ourdes. The citations have been cleared upon their revisit. Ourdes has returned to a 5 star rating. A vaccine company is being scheduled through the pharmacy to handle the flu vaccines. The DON, Beth Merlo, resigned. Greg Carswell, the ADON, has assumed the DON position.
- C. Finance and IT – David Korlikowski:** The consolidated operating income through June is \$500K which is \$311K over budget. This is mainly driven by LRHC being over budget at \$284K and Mendelson being over budget at \$135K. Angela Hospice has paid \$115K in rent through June. The capital spend was a lot lower than budgeted. Mr. Condit cautioned not to underspend and have everything catch up all at once.
- D. Grants – Wendy Mosella:** The grant report tracking was included in the packet.
- E. Clausen Manor – Cori Sharrard:** The report stands as written. It was asked when we can expect the findings of the complaints that were made to APS and LARA. Mrs. Sharrard said it would probably take four to six weeks to hear back.
- F. Fox Manor – Robin McClintock:** Fox Manor has one vacancy which has been spoken for.
- G. Mendelson Home – Robin McClintock:** The State survey was in May. The survey is now only once every third year and takes approximately four hours. Mendelson has one vacancy that will be filled on August 28. Several terminations have been conducted recently at Mendelson due to poor quality of care by the resident assistants. Cameras show everything.
- H. Plant Operations – Jason Mize:** Sixteen of the 20 rooms at Clausen Manor have been remodeled. Seven closets have been installed. Additional cameras are being added to CM. The construction on the

# Ourdes Senior Community Boards

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second balcony at Fox Manor has begun. New campus signs were installed at both entrances to campus.

## **FAREWELL TO BRIAN CONDIT AND DR. HENRIETTA JURAS**

Mr. Brian Condit and Dr. Henrietta Juras celebrate the end of their term limits on the LSC Board. Dr. Juras has served Ourdes Senior Community for over 20 years. She was honored with a paver brick and a room at LRHC named for her. Mr. Condit has been serving Ourdes Senior Community since 2007. He was honored with a paver brick and a memory book, and the meditation chapel will be named after the Condit family.

DRAFT

# Ourdes Senior Community Boards

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## EXECUTIVE SESSION

### DOMINICAN SISTERS OF PEACE

Sr. Janice Bachman, OP, thanked Mr. Acho for the effort he has put forward working with the sisters to ensure they will be happy with their new home. The four sisters who are currently living in the convent will move over to two of the villa units once they are completed.

### REPORT OF THE CHAIR

Mr. Condit noted that the team has done a good job navigating the reimbursement changes staying thoughtful and not overreacting. Cybersecurity attacks on healthcare organizations continue. LSC must stay up on the technology to avoid an attack. The employees are what make LSC tick. Continued cultivation of employees is critical. A connection to the small but important group of individuals who can be beneficial to LSC must be cultivated to keep projects moving forward.

### REPORT OF THE PRESIDENT AND CEO

The transition from Colleen Burke to Cori Sharrard has been difficult for some of the staff. A resident eloped on three occasions, the last two getting out of the building through windows. The first time he had climbed a ladder and was hiding in the attic. The second time he went through another resident's window and was missing for approximately three hours. The police were called and tracking dogs were brought in. He was found behind Mendelson Home near the railroad tracks. A waiver was signed by the man's wife protecting LSC from harm should something happen to him. In the meantime, different safety locks were installed on the windows and the man was given an Airtag to wear on his wrist. The third time he broke the window off the frame to get out. He was gone only six minutes. The decision was made to discharge him. His wife found another facility for him. The building is difficult to staff appropriately, but the care is needed in the community. Some of the staff are not trained in dementia before coming to Clausen Manor. Although we offer two weeks of training with a CM trainer, the behavior psych group, and the social worker to ensure they have the skills needed for Clausen.

### COMMITTEE REPORTS

- A. **Audit and Compliance Committee – Sr. Peggy Martin, OP:** The Audit and Compliance Committee met in April to receive the audit, the cost reports, and the 990s from the auditors, Plante Moran. The Committee is going out for bids for this year's auditors. The request was sent to four auditing firms. Proposals were received back from Plante Moran, Baker Tilly, and Forvis. Plante Moran and Baker Tilly will be interviewed. It was unsure whose responsibility it fell under to choose the auditor. According to the charter, the responsibility lies with the Committee. The Committee Charter states that the first responsibility is to report the selection of the external auditor to the Dominican Health Care Board. The bylaws state that the Board is "To designate the financial advisors, auditors, and legal counsel and any other major or material advisor to the Corporation;" which in Sr. Peggy Martin's opinion means that the Committee makes the decision and reports the decision to the Board. Mr. Condit and Mr. Noone agreed that this is the correct process.
- B. **Finance Committee – John Noone:** The financial results were covered by Mr. Krolkowski. Earlier in the meeting. Schwartz & Company presented to the Committee on the employee retirement fund that they manage. The FY 2025 budget has begun. The budget will be presented to the Board at the November meeting for approval.
- C. **HR Committee – Erin Asdell:** The last meeting of the Committee was held in February. The next meeting is in September. The Employee Sick Time Act will be addressed. The succession process is on the agenda as well.
- D. **Philanthropy Committee – Brian Condit:** Nothing further to add.
- E. **Governance and Nominating Committee:** The Committee brought two motions forward.

# Ourdes Senior Community Boards

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**MOTION: BRIAN CONDIT MADE A MOTION TO RECOMMEND JOHN NOONE AS THE BOARD CHAIR AND PEGGY HOLDEN AS THE SECRETARY AND TREASURER EFFECTIVE NOVEMBER 1, 2024. SECONDED BY DR. HENRIETTA JURAS. ALL IN FAVOR. MOTION CARRIED.**

**MOTION: BRIAN CONDIT MADE A MOTION TO RECOMMEND DR. JAMES BOAL TO THE LSC BOARD EFFECTIVE NOVEMBER 1, 2024, FOR APPROVAL OF THE CORPORATE MEMBERS. SECONDED BY JOHN NOONE. ALL IN FAVOR. MOTION CARRIED.**

Mr. Condit brought up the topic of Committee Nurturing. It was asked if any current committee members might be a good fit for the Board. Mr. Condit asked if any committee members were not speaking up during meetings or simply not attending. There has been some feedback from certain committee members to become more actively involved with Ourdes and be more connected. Mr. Noone recommended Mrs. Laura Hester of the Finance Committee and the Independent Living Expansion Sub-Committee as a potential Board Member. Twenty-two Board Members are the maximum number of Board Members allowed by the bylaws. Dr. Juras recommended Mr. Tom Bowen for the Board. Mr. Bowen currently serves on the HR Committee. Mrs. Gifford will get to know Brittany Bogan and Kym Sharpe of the Quality Resident Care Committee. Mr. Cianciolo is not overly active on the Quality Resident Care Committee but is there for legal advice when needed. Carolyn Johnston of the Continuing Support Fund Committee has been less engaged and will be removed. The Governance and Nominating Committee will put the Continuing Support Fund Committee membership on the agenda for their next meeting. Although all Committee members are invited to Ourdes' events, a separate networking time at these events will be set aside for them to get to know the other committee members and board members. It was suggested that the Committee members be invited to join the Board members for lunch at their next Board meeting for introductions and mingling.

- F. Quality Resident Care Committee – Linda Gifford:** The Committee met in May. The Quality Measures helped bring LRHCs star rating back to a 5. The next meeting is in September.
- G. Continuing Support Fund Committee – Rich Acho:** The next meeting will be held in December. Currently, five residents are receiving funding from the Continuing Support Fund. Three of the residents reside at Mendelson Home and two reside at Clausen Manor.

Mr. Condit checked with those on the Zoom call to see if they had anything they wanted to be addressed before the end of the meeting. Nothing needed to be addressed further.

## **CONSENT AGENDA**

- Meeting minutes of February 6, 2024, and April 23, 2023
- FY 2023 Annual Report to the Dominican Sisters
- 2025 Board Meeting Dates
- Policy
- Testimonials
- Educational Article

**MOTION: JOHN NOONE MADE A MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED. LINDA GIFFORD SECONDED. ALL IN FAVOR. MOTION CARRIED.**

## **ADJOURNMENT**

The meeting adjourned at 4:02 p.m.

# Lourdes Senior Community Boards

*Tuesday, August 27, 2024, 1:30 p.m., LRHC Chapel*

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John Noone, Board Chair

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Debi Batchelder, Recorder

DRAFT

Photos: Tori Soper Photography



# Opportunities, risks ahead for assisted living: Porter

BY LOIS A. BOWERS

AHCA/NCAL's incoming president and CEO sees 'huge' chances for industry but also has 'trepidation'

As Clifton J. "Clif" Porter II prepares to become the next president and CEO of the American Health Care Association/National Center for Assisted Living, he sees good things ahead for assisted living providers, but he also has concerns.

Over the course of his three and a half decades working in long-term care, said Porter, the current senior vice president of government relations at AHCA/NCAL, the health and assistance needs of assisted living residents have increased, and yet people continue to prefer to age in place in the setting if they are able to do so.

"So what assisted living has done is, it's tried to figure out ways to provide more services to prevent a move," he told *McKnight's Senior Living* in an exclusive interview. "And with that, obviously, comes, for me at least, some level of trepidation, because with that is risk, and the more risk that you have, then there is additional pressure or a negative outcome. And if there's a negative outcome, then it becomes additional pressure for regulation, and it can more or less spiral out of control. So that's something that we're watching really closely."

He said that a benefit that assisted living operators have from NCAL and its connection with AHCA, which advocates for nursing home providers, is "a really good wall of protection." Assisted living primarily is regulated at the state level,

whereas nursing homes primarily are regulated at the federal level.

"We obviously understand what a regulated world looks like, and we can obviously advocate in that kind of environment and, ideally, protect our members from being, particularly, regulated at federal level," Porter said.

The association, he noted, believes that regulation of assisted living should remain with states.

"We think that states do a better job in regulating, particularly because assisted living models and community-based models are extremely unique," Porter said. "In every state, they look different. And for that reason, we want to make sure that regulation stays as close to local as possible."

When it comes to resident acuity, Porter advised assisted living operators to "be careful, and be thoughtful."

Providers, he added, should "meet the demands of the marketplace, without question, but you do have to be careful, because acuity and patients' needs can change quickly, and there are a lot of crosscurrents there as it relates to folks wanting to stay in their place and just being sure that their placement is appropriate."

## Another change? Demand

Beyond changes in residents' needs, another big change in assisted living over the decades has occurred in demand, he said.

"The demand curve for assisted living has, surprisingly, grown, and grown faster than I thought it would," Porter said, noting "lots of construction, particularly when the interest rate environment was a little different."

Here again, the incoming CEO has some advice for operators: lean into the growth.

"There continues to be, and will be, exploding demand," Porter said, adding that he would advise assisted living providers to "continue those efforts in examining markets where there are needs."

The middle market is one such area, he said.

"I think one thing that we really need to figure out is how do we create and facilitate and grow a mid-market assisted living product and to go to urban markets and lower-income areas that don't, in many places at least, have assisted living even as an option," Porter said.

The opportunities are "huge," he added, saying that solutions exist for "creative folks," including "creative policymakers."

"I would encourage members to really think about that and try to design in markets services that can meet that population's needs, because they're exploding," Porter said, adding that "very, very little competition" exists in this area, which has "not necessarily been financed or thought about in a deep way."

## Workforce issues an ongoing challenge

Recruiting and retaining workers continues to

be a challenge for assisted living providers, and Porter said that addressing that challenge will be one of his goals. One way to address workforce shortages, he said, is to make the long-term care profession attractive to younger people.

"The thing I learned, particularly in the first part of my career, is there's no business in America that offers a 20-something the opportunity to lead and have real responsibility and make consequential decisions as long-term care does," Porter said. "I think it gives you a head start in life. It just really creates a strength and a balance early, where you work through some of the fears in leadership in your 20s, which makes you so much of a stronger leader in your 30s and 40s and 50s. I hope to create an environment where young people say, 'I really want to do this.'"

**Ready for the future, whatever it holds**

Porter will succeed Mark Parkinson, who in February announced his intention to retire on Jan. 15, 2025, after more than 13 years with the organization. AHCA/NCAL said that Porter's new appointment will be effective this fall and will start in early 2025, and Porter said that the education needed for the transition already had begun in July.

"I've learned so much from Mark Parkinson and his leadership style, and I have great respect for, most importantly, how he treats people and how he listens and makes everybody feel a part of the team," Porter said. Over the past decade of working under Parkinson, Porter said, he and the rest of the AHCA/NCAL

team have built a great "launch pad for our future." The team includes LaShuan Bethea, who has been executive director of NCAL since September 2021.

"I have great respect for her," Porter said, noting Bethea's experience as a licensed practical nurse, registered nurse and attorney. "I'm excited to learn from her in my new role," he said.

"We will ... really keep our eyes on the wall as it relates to developments in Congress," Porter added. "And, most importantly, we will continue to provide our NCAL members with support, with services. ...We've got to continue to help support and provide solutions there. We've got to continue to be more or less a wall of protection, if you will, on The Hill, to prevent bad things from happening."

The formal beginning of Porter's tenure as president and CEO will align with that of a new US presidential administration, along with new terms for some members of Congress. The outcomes of the election remain to be seen, but he noted that "one-party power" — wherein the same political party controls both the executive and the legislative branch of the federal government — "is not good for our sector, usually," since Republicans often look to make cuts to so-called entitlement programs such as Medicaid and Democrats typically favor a "hyper-regulatory environment."

"But we're going to be looking at everything ... and try to make sure that we have a path regardless of the outcome of the election," he said. ■

"The demand curve for assisted living has, surprisingly, grown, and grown faster than I thought it would."

Clif Porter, incoming President and CEO, American Health Care Association / National Center for Assisted Living



**Guardian Pharmacy Services**

“The most rewarding part of the job is being able to interact with the residents. Getting to know them, their stories, their families, and knowing that I am a part of their lives as much as they are a part of mine is priceless.”

— Laura Becker, Account Manager  
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