



Londonderry Village

BOARD OF DIRECTORS MEETING

April 2, 2025

Stoneback Pavilion

8:30 AM

A G E N D A

Meeting Opening:

15 mins.

Welcome

Steve Tilley, Chair

Opening Prayer

Dennis Gingrich

Approve Minutes of March 5, 2025

Reports:

60 mins.

Financial Report

Henry Brubaker

Operations Report

Jennifer Ginder

President's Report

Update on "Leffler Dilemma" Solution

Alicia Titus

Fox Run Update

Francis Glynn

HR New Office Location

Alicia Titus

Committee Updates:

45 mins.

Strategic Planning Committee

Wendie Di Matteo-Holsinger

Finance Committee

Tom Shenk

Development Committee

Dennis Gingrich

Resident Life & Health Committee

Ray Flagg

Human Resources Committee

Tom Kettering

Next Meeting:

May 7, 2025 8:30 am



Care Compare Five-Star Ratings of Nursing Homes

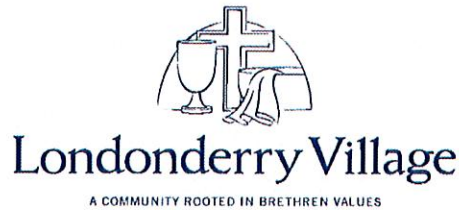
Provider Rating Report for March 2025

Ratings for Lebanon Valley Brethren Home (395437) Palmyra, Pennsylvania			
Overall Quality	Health Inspection	Quality Measures	Staffing
★★★★★	★★★★★	★★★★★	★★★★★

The Five-Star ratings provided above will be displayed for your nursing home on the Care Compare website on or around March 26, 2025. The health inspection rating incorporates data reported through February 28, 2025. The time periods for each of the quality measures that contribute to the Quality Measure (QM) rating can be found in the QM tables located later in this report. The staffing rating is based on payroll-based journal (PBJ) staffing data reported through the third calendar quarter of 2024.

Helpline

The Five-Star Helpline will operate Monday - Friday **March 24 - 28, 2025**. Hours of operation will be from 9 am - 5 pm ET, 8 am - 4 pm CT, 7 am - 3 pm MT, and 6 am - 2 pm PT. The Helpline number is 1-800-839-9290. The Helpline will be available again **April 28 - May 2, 2025**. During other times, direct inquiries to BetterCare@cms.hhs.gov as Helpline staff help respond to e-mail inquiries when the telephone Helpline is not operational.



President's Report - April 2025

- Communication on the Strategic Plan has begun – team members received an all user email on March 7th and residents received a memo on March 14th. A copy of the memo is included in the Board packet.
- The new Leadership Structure took effect on March 16, 2025. An all user email was sent to all team members announcing the changes. I also presented the purpose of the change to the Department Head team and how these changes will allow for more focus to large strategic efforts and will support communication efforts moving forward. A resident memo will be distributed in the upcoming weeks.
- The HR and marketing team's have begun to meet to coordinate and enhance our hiring efforts. A strategic marketing and social media campaign is taking form, with organic and sponsored ads for open CNA, LPN, and RN positions (example of our Instagram ads noted to the right). Construction is taking place on a new location for HR to increase accessibility and training space.
- Marketing continues for Barteit Haven. We hosted a very successful Open House for both resident and community members on March 12th. We currently have ten residents slated to move in when we receive final approval from the Department of Health.
- We are continuing to analyze the site plan for phase 2 and 3 of Fox Run. Akens Engineering continues to support changes to the existing plans. We are awaiting comments from the County before proceeding to a final site plan recommendation.



- The census information for Londonderry Village is listed below:

Londonderry Village Master Census

Updated: 3/10/25

Independent Living	Actual Number of Units Occupied	Number of Units Available	Percentage of Units Occupied	Number of Residents
100 Cottage Dr Apt - Ardley	38	42	90.5%	42
200 Cottage Dr Apt - Crofton	34	36	94.4%	36
100 Community Circle - Royer Garden	9	12	75.0%	11
200 Community Circle - Royer West	13	13	100.0%	18
300 Community Circle - Wayland Garden	21	22	95.5%	24
Wheaton	35	36	97.2%	50
Kettering Court Cottages - Alcott	2	14	14.3%	2
Cottage Court - Carlton	22	23	95.7%	29
Duplexes - Hamlin & Livingston	170	175	97.1%	262
Fox Run - Homes	11	11	100.0%	18
Fox Run - Villa Apt.	10	12	83.3%	15
Independent Living Totals:	365	396	92.2%	507
Personal Care	Number of Beds	Number of Beds Available	Budgeted Number of Beds Occupied	Number of Residents
Personal Care	38	38	100.0%	39
Barteit Haven	0	0		
Personal Care Totals:	38	38	100.0%	39
Nursing Care	Number of Beds	Number of Beds Available	Budgeted Number of Units Occupied	Number of Residents
Green Houses	40	40	100.0%	39
Leffler Care	28	33	84.8%	28
Nursing Care Totals:	68	73	93.2%	67
				613

To: Londonderry Village Residents
From: Alicia B. Titus, President & CEO
Date: March 14, 2025
Re: Introducing Londonderry Village's Strategic Plan



Hello Londonderry Village Community,

First, I would like to express my sincere gratitude for the warm welcome I received as I began my new role at Londonderry Village. The kindness and support I've received from so many of you over the past two months have made my transition incredibly smooth, and I am truly excited to be a part of this community! I look forward to getting to know each of you, learning more about the amazing culture here, and becoming a part of the events of the community. While I have tried to attend many meetings and activities, I am still tied to my office at times as I am learning the operational processes of the organization. As I become familiar with this information, you will see me "out and about" more often. Please don't hesitate to stop and chat with me—I'd love to connect!

I also want to take a moment to more broadly communicate the 2024 – 2026 Strategic Plan Imperatives which will guide our efforts in the coming years. Strategic planning is the process of defining an organization's direction and outlining a path toward a preferred future. A strategic plan captures an organization's mission, core principles, and concrete actions to achieve goals. In 2024, the Board of Directors developed a strategic plan that serves as a "guiding light" for our organization. As we look ahead to the exciting future of Londonderry Village, we remain committed to our mission of providing quality housing, healthcare, and supportive services in an attitude of love and servanthood.

These imperatives reflect our commitment to continuous improvement, innovation, and ensuring Londonderry Village remains a vibrant and thriving community for years to come! Leadership will be referring back to these imperatives in different presentations and communications as a way to connect the dots between changes on campus and our strategic vision. Also, we will be posting this document around campus in the upcoming weeks in team member breakrooms and other resident areas to keep it top of mind. I look forward to working together to bring these goals to life.

We are thrilled to continue to strengthen the mission of Londonderry Village - striving every day to provide exceptional housing, healthcare, and supportive services with a spirit of love and servanthood. We are embracing new opportunities to build a community where every individual feels valued and cared for and ensuring that each step we take brings us closer to an even brighter future for those we serve now and in the future. I will continue to communicate this information and other current topics through memos as well as presentations at the Quarterly ILC meetings. The next meeting is scheduled for April 14 at 1:30PM in the Worship Center. I hope to see you there!

With appreciation,

Alicia B. Titus

Changes to Londonderry Village's Leadership Structure

From Alicia Titus <atitus@londonderryvillage.org>

Date Fri 3/14/2025 9:01 AM

To All Users <AllUsers@londonderryvillage.org>

 1 attachment (392 KB)

Londonderry Village Leadership Org Chart - March 2025.pdf;

Londonderry Village Team Members,

I am pleased to share some exciting updates regarding our organizational structure. As we begin to focus on what's next for Londonderry Village, we are revising our current structure to create a new Leadership Team that will foster greater collaboration and ensure a stronger focus on the future. These changes are in line with our Strategic Plan Imperatives that I shared with you a couple weeks ago that outline our need to continue to strengthen our quality workforce. This structure change is designed to:

- Enable more collaboration and communication across the organization;
- allow the Leadership Team to focus on larger, strategic initiatives;
- strengthen support for our Department Head team in day-to-day operations; and,
- aligns our structure with other faith-based Continuing Care Retirement Communities (CCRCs) of similar size, which commonly have an Executive or Leadership Team model.

Effective March 16, 2025, our Leadership Team will be structured as follows:

- Henry Brubaker, Chief Financial Officer - Oversee the fiscal operations of the organization, our relationship with our IT vendor Crossroads, as well as providing leadership to the Development team
- Jennifer Ginder, Chief Operating Officer - Provide leadership to the levels of living and resident services including Nursing, Personal Care, Residential Services, Dining, and Pastoral Care; we are excited to announce that Stephanie Fegley is working to become a licensed Nursing Home Administrator and will assume the position of NHA of record in the future
- Francis Glynn, Vice President of Facilities & Strategic Projects - Provide oversight to the environmental services teams as well as spearheading all capital projects at Londonderry Village including the future phases of Fox Run and campus renovations
- Tyler Weaver, Vice President of Marketing & Talent - Provide leadership to the marketing and sales functions at Londonderry Village and to support the Human Resource team as we enhance our hiring brand and retention efforts

This Leadership Team will report directly to me, and the Department Heads will now report to this new level of leaders. I would also like to congratulate new Department Heads that will take over the operational responsibilities of their respective departments:

- Amy Kinney, Marketing Manager
- Corey Swingholm, Maintenance Director
- Kenneth Phillips, Director of Pastoral Care (current position, but newly added to Department Head team)

- Kaitlyn Fetter, Personal Care Administrator (current position, but newly added to Department Head team)
- Julie Lucy, Controller (current position, but newly added to Department Head team)

This new structure will help us move forward strategically, while ensuring strong operational support across all departments. We are confident that these changes will strengthen how we work together to move the organization forward. I have attached a graphical organizational chart for your reference.

If you have any questions or feedback, please don't hesitate to reach out. Thank you for your continued hard work and commitment!

Alicia B. Titus
President & CEO

Londonderry Village
1200 Grubb Road
Palmyra, PA 17078

Phone: (717) 838-5406 Ext. 3057
Fax: (717) 641-0073

BOARD OF DIRECTORS MEETING

March 5, 2025

The Londonderry Village (LV) Board of Directors met on March 5 at 8:30 a.m.

Board Chair Steve Tilley opened the meeting.

Steve Tilley led the group in prayer.

In Attendance

Members Attending: Chair Steve Tilley, Chet Rose, Ray Flagg, Dr. Gingrich, Henry Brubaker, Dick Hann, Francis Glynn, Craig Moyer, Tom Kettering, George Porter, Tyler Weaber, Tom Shenk, Jennifer Ginder, Alicia Titus.

Attended via zoom: Bonnie Wampler, Jim E. Williams

Staff in attendance: Alicia Titus, Henry Brubaker, Jenn Ginder, Francis Glynn, Tyler Weaber

Absent: Keith Wagner, Mike Swank, Wendie Dimatteo

Steve Tilley - Approval of Minutes – February 5 Minutes

Minutes approved unanimously. **< Approved Unanimously >**

Steve discussed trying to keep meetings to 2 hours. He noted that committee reports should be shorter.

Alicia told the Board about a new Board Portal that is now in the works. It will be on the website and will store all the files needed for Board members. Board members will have access to this with all the same passwords. When someone leaves the board, a new password will be given.

Steve mentioned that at the end of 2025 there will be 5 vacancies. All are eligible to stay to serve on the board for another 3 years. Steve noted that he had asked each of the 5 if they are thinking of serving again. 4 said yes, 1 said is thinking. Steve noted that the board will still need to elect the new members.

Financial Report: Henry Brubaker, VP Finance

Henry reported the January 2025 financial report.

- Census in Nursing is 69, PC 38.
- Total Operation Net Loss: \$290,000.
- 1.3 million ahead of budget
- Net Non Operating positive \$586,000- \$472,000 is unrealized gains due to influx in the market.

Snapshot on Staff

- 5 terminations – 3 voluntary, 2 involuntary.
- CMS Regulations wanted reduced hours within greenhouse staffing- as a result, hours were cut 30%.
- 178 Agency Hours

Operations Report: Jennifer Ginder

- Had a few covid and flu cases
- CHAPa is a membership organization that we are a part of that help to negotiate our Medicaid reimbursement rates. They provide Five Star data with peer comparisons that we will be providing to the Board for reference.

Barteit Haven: A personal care level, locked unit

- 10 people to be admitted. 9 are on campus. 1 is from off campus.
- Moves Ins are scheduled for late March.
- March 12, Barteit open house tour.
- Barteit Haven is 16 units but can accommodate 17 residents (one unit can support a couple).
- Signed contract with “It’s Never Too Late” engagement tool. It is a software platform that can be used on a tv or screen. The software allows users to paint, draw, handwrite letters, play games, and more.
- Planning on pushing out to the Green Houses in the future.
- Sound Blanket which is a calming sound software. This is installed in all rooms within Barteit.

Leadership Update: Alicia B. Titus

- Alicia showed a visual diagram of the new Leadership restructuring. March 16th is when new roles will officially start.
- Alicia will work with the Leadership team directly on both operational issues and larger strategic initiatives. The Department Heads team will report directly to a member of the Leadership Team and will meet with them regularly to provide operational support. This will help overall communication.

“Proposed Plan to Support Future Nursing Care Needs of Londonderry Village; Leffler Dilemma” presented by President & CEO, Alicia Titus, prepared by leadership team.

- ***Goals and Objective of the Leffler Dilemma Solution***
 - Operate all available inventory on campus while developing long term master plan.
 - Reopen Green Houses to support the health care needs of our residents. *(All green houses in operation, hiring the staff needed now)*
 - Renovate or demolish aged Leffler building.
 - Renovate current Personal Care Building to a more modern home-like design.
 - Enhance our skilled nursing care service offering by offering a unit dedicated to short term rehab

- o Eliminate “unattractive” IL product from our inventory increasing in-demand IL product through Fox Run Phase 2

Step 1: Clearing out Royer Garden

- Relocate those independent living residents from Royer Garden to available apartments. Residents would be offered similar (or larger) accommodations in other apt buildings on campus while maintaining their current fees.
- This would allow for the removal of 13 units from our IL inventory that are slightly below market standards. There is 3 units unoccupied which Tyler noted now seems like a good time. Alicia stated that the team would support residents as best as possible during their move by paying for moving services, fresh paint, etc.

Step 2: Convert Royer Garden to Short Term Rehab Nursing Care Unit

- Renovate Royer Garden into a short-term rehab nursing care unit. The management team has been working with Ken Funk and his team to really see what this plan could look like. The goal is to transfer as many beds as possible into this area. There is hoped to have 28 beds, however, there may be only room for 25 beds. These rooms would have private bathrooms with showers.
- 13 long term residents will live in new Royer Garden apartments and the rest of the rooms would be used for short term rehab patients.

Step 3: Relocate Leffler Residents to the Green Houses and the New STR Unit

- Clearing out Leffler by relocating residents into the two green houses.
- Relocating nursing residents who are currently rehabbing into the new STR unit
- Continue to fill the remaining beds into the new STR unit with external admissions.

Step 4: Replace Leffler with Optimal PC Home Design

- Limit PC Admissions to allow for the transition of these residents to the new PC area.

Step 5: Construct another new personal care home

Discussion:

- Jenn mentioned that Penn State mentioned they would like LV to do a short-term facility because they are looking for places to send their patients that are 5 stars. Jenn noted that this would be a great partnership.
- Dr. G suggested that working this with a capital campaign as development is trying to find something to tie it with.
- Tyler noted that there really aren't many good short-term rehabs in our area so this will work in our favor.
- Jenn noted that with admissions for short term, there is always risk that if a patient doesn't rehab LV would have to take them on.

Next Steps:

- Confirm feasibility of repurposing Royer Garden to skilled nursing building standards.
- Determine the financial impact to our business model from increasing Medicare residents, taking IL units offline and proceeding with other projects.
- Research Medicare contract trends and options (KAIIROS, CHAPA)
- Work with architects on details of the building design and our future programming.
 - Francis approached Funks to determine feasibility. Can do 25 rooms.
 - Fire separations, roof, and basements are going to be 5 million dollars. Originally the price was 2.5 million, now as the team as looked more into things, prices have gone up to 5 million years. The team is looking at all revenues.

Motion: To accept the strategic planning committees recommendation of: ***Start the process of the Solution to the Leffler Dilemma Plan*** by hiring and training personnel necessary to operate the two vacant green houses and then to populate them with skilled nursing residents, Facilitate the transfer of Royer Garden West residents to vacant Kettering Court units and other available apartments, and Fill Leffler with additional skilled nursing residents then admit external patients.

<Approved Unanimously>

- Bonnie asked about community wide communication about changes. Alicia said she will eventually do some kind of town hall- she does not know the communication plan just yet.

Revised Site Plan of Fox Run Phase 2 & 3 – Leadership Team

- Alicia explained goals that the leadership team came up with for the project: Reduce overall project cost to improve the projected rate of return, increase unit density and re-distribute unit sizing, and evaluate adding a new amenity to this area of campus.
- Changes include changing the hybrids to an apartment building much like Wheaton in terms of a shared elevator, adding a small dining venue with limited capabilities similar to a Panera or Starbucks, and adding some 1,500 sqf units that in line with local real estate sizes, and offering three bedrooms as many of LV's competitors offer.
- Plans are currently to continue to do this project through Funks and SFCS as trying to do something with new vendors through an RFP process would create a significant delay.

Project Cocoa: *CONFIDENTIAL

- Landis Communities approached Alicia and Steve with a large senior living project planned for 2029. It is called the Hershey West End project. Part of their plan is to move forward with 188 apartments buildings, 5 stories. Steve noted that if we aren't part of this, someone else (organization) will be.
- Alicia and Henry are working together to find out if this is a good project to get into.

Finance Committee: Tom Shenk

No Report.

Development Committee: Dr. Dennis Gingrich

No Report.

Resident, Life & Health: Ray Flagg – did not meet

- Relayed that during the RLH meeting, residents brought up about the parking at Snell being full during events- not enough parking.

Human Resources: Tom Kettering

- Paycom- having issues with it being user friendly.

Other:

Presidents Report: Alicia B. Titus

- Barteit Haven passed the Certificate of Occupancy inspections on February 26th. Marketing has been pushed out – 1 applicant and some inquiries resulted.
- Team recently met with Funk and Sons to discuss options to improve the results of the proforma, including increasing the number of housing units in these phases and reducing some higher cost building designs, (**See discussion above**)
- The new leadership structure has been finalized including changes in job descriptions, wage impacts, and goals. Alicia has met with all team members impacted by the change and has received positive feedback from the changes.
- Alicia continues to get assimilated to the community and have been participating in community groups and events.
- Alicia reported the census.

Motions Approved:

- A. February 5, 2024 Minutes <Approved Unanimously>
- B. **Motion:** To accept the strategic planning committee's recommendation of: ***Start the process of the Solution to the Leffler Dilemma Plan*** by hiring and training personnel necessary to operate the two vacant green houses and then to populate them with skilled nursing residents, Facilitate the transfer of Royer Garden West residents to vacant Kettering Court units and other available apartments, and Fill Leffler with additional skilled nursing residents then admit external patients. <Approved Unanimously>
- C.

Next Board Meeting: April 2, 2025 in the Boardroom (Zoom option available)

Meeting adjourned at 11:08am

Respectfully submitted,

Olivia Harris, Recording Secretary