



## **BOARD OF DIRECTORS MEETING**

February 5<sup>th</sup>, 2025

Stoneback Pavilion

8:30 AM

### **A G E N D A**

Welcome	Steve Tilley, Chair
Opening Prayer	Chet Rose
Approve Minutes of December 4 <sup>th</sup> , 2024	
Strategic Plan Communication Plan	Steve Tilley/Alicia Titus
Proposed 2025 CEO Goals	Steve Tilley/Alicia Titus

#### **Reports:**

Financial Report	Henry Brubaker, VP Finance
Health Services Report	Jennifer Ginder, VP Health Services
Strategic Planning	Wendie Di Matteo-Holsinger
Finance Committee	Tom Shenk
Development Committee	Dennis Gingrich
Resident Life & Health	Ray Flagg
Human Resources	Tom Kettering
President's Report	Alicia Titus

Executive Session

#### **Next Meeting:**

**March 5<sup>th</sup>, 2025 8:30 am**

# **Londonderry Village**

## **Strategic Plan**

(2024-2026)

**Mission** – Londonderry Village is an outreach ministry of the Church of the Brethren and is committed to providing quality housing, healthcare and supportive services in an attitude of love and servanthood

Strategic Imperatives	Strategic Initiatives
Recruitment & Retention	<ul style="list-style-type: none"> <li>- Research recruitment and retention best practices and incorporate into policies and tools.</li> </ul>
	<ul style="list-style-type: none"> <li>- Provide support to ensure successful onboarding and assimilation of new CEO.</li> </ul>
Resident Experience	<ul style="list-style-type: none"> <li>- Conduct focus groups of current residents and prospective buyers to aid in the design and implementation of amenities upgrade.</li> </ul>
	<ul style="list-style-type: none"> <li>- Preserve the cultural strengths unique to Londonderry Village.</li> </ul>
	<ul style="list-style-type: none"> <li>- Enhance service level capabilities with memory care, upgraded personal care, short term rehabilitation, home health services and community memberships.</li> </ul>
Financial Stability	<ul style="list-style-type: none"> <li>- Exceed bank covenants on financial ratios.</li> </ul>
	<ul style="list-style-type: none"> <li>- Secure financing for new projects such as, but not limited to, Fox Run, hybrid apartment building(s), Leffler and PC renovation and amenities upgrade.</li> </ul>
	<ul style="list-style-type: none"> <li>- Explore land acquisition for future growth and/or investment.</li> </ul>
	<ul style="list-style-type: none"> <li>- Explore new revenue streams.</li> </ul>
Strategic Alliances & Partnerships	<ul style="list-style-type: none"> <li>- Increase technology expertise and abilities by leveraging internal and/or external resources.</li> </ul>
	<ul style="list-style-type: none"> <li>- Leverage strategic alliance/partnership with like-minded faith-based CCRC(s) for shared services, volume purchasing, enhanced service care models, etc. while retaining autonomy.</li> </ul>





# Londonderry Village

A COMMUNITY ROOTED IN BRETHREN VALUES

## Strategic Planning Initiatives | 2024 - 2026

Support and strengthen Londonderry Village's quality workforce.

Recognizing that each staff member is an important contributor to providing the highest quality of services and care, continue to focus on attracting and retaining compassionate, mission-driven individuals to ensure the long term organizational impact and continuity in serving the residents of Londonderry Village.

Elevate the resident experience at Londonderry Village.

Evaluate the expansion of amenities and service offerings provided to current and future residents while preserving the cultural strengths unique to Londonderry Village.

Reflect an attitude of servanthood through prudent financial stewardship.

The organization will reflect its attitude of servanthood through financial stewardship by exceeding bank covenant financial ratios, securing financing for key projects, exploring land acquisition for growth, exercising cost containment practices, and identifying new revenue streams.

Expand Londonderry Village's mission through growth opportunities and by leveraging strategic alliances and partnerships.

Enhance our expertise and capabilities by leveraging both internal and external resources, while maintaining our organizational autonomy. This collaborative approach will enable us to foster innovation and efficiency in our services, ultimately improving the quality of care and experience for the residents of Londonderry Village.

*Londonderry Village is an outreach ministry of the Church of the Brethren and is committed to providing quality housing, healthcare and supportive services in an attitude of love and servanthood.*



## Appendix A

### 2025 Organizational and Individual Performance Goals Criteria

#### Organizational Goals

1. *Recruitment and Retention: Support and strengthen Londonderry Village's quality workforce.*
  - a. Complete smart performance goals and measures for CFO and VP of Health Services and submit draft mid-year and end-of-the-year evaluations to the Board Executive Committee no later than July 15, 2025 and December 15, 2025, respectively.
  - b. Complete performance evaluations of all (non-executive) direct reports consistent with the deadlines established by the organization, utilizing the approved LV evaluation forms.
  - c. Restructure leadership to allow for more effective communication and to position LV for strategic growth by July 31, 2025;
  - d. Implement new marketing and branding strategies to enhance recruitment efforts on or before September 30, 2025; and
  - e. Develop an organizational succession planning structure, including temporary and long-term replacement of a Nursing Home Administrator by July 31, 2025.
2. *Resident Experience: Evaluate the expansion of services and amenities provided to current and future residents while preserving the cultural strengths unique to Londonderry Village.*
  - a. Evaluate the future needs for Londonderry Village's health services and refine the campus master plan and other growth initiatives to align our capabilities by December 31, 2025.
    - i. Determine if additional Green Houses are warranted in the immediate future.
    - ii. Identify use or disposition of the current Leffler neighborhood.
  - b. Design enhanced amenities on the Londonderry Village campus including but not limited to, dining programs, wellness opportunities, and educational/cultural opportunities.
    - i. Recommend enhancements to the dining program and events as a short-term solution by July 31, 2025.
    - ii. Identify areas within the campus master for the potential expansion of these amenities by December 31, 2025.
  - c. In conjunction with the VP for Health Services, maintain an environment that provides for the safety and well-being of LV residents.
    - i. Maintain quality of care by having less than 5 deficiencies on the annual DOH inspection (none in the immediate jeopardy category). No Provisional Licenses.

- ii. Maintain a CMS rating of “5 Stars” and a 100% compliance completion rating with the FSA Compliance Audits.
- d. To enhance our excellence in quality of care, maintain healthcare staffing above industry averages and government requirements in conjunction with the VP for Health Services.
  - i. Maintain staffing above 4.6 nursing hours per-resident-day in the Green Houses, and above 1.2 nursing hours per-resident day in Personal Care.

3. *Financial Stability: Reflect an attitude of servanthood through prudent financial stewardship.*

- a. In conjunction with the CFO, ensure solid budgeting and accounting systems are in place, and that adequate financial controls and risk management strategies protect the organization’s assets.
  - i. Net of unplanned giving, achieve an Operating Ratio less than/equal to 1.0.
  - ii. Achieve Net Operating Results that are favorable versus the Budget.
  - iii. Achieve overall independent living occupancy rate of at or above budget from available units.
  - iv. Create a refined, documented process using the Examiner tool to understand risk during the admission process.
- b. Evaluate financial feasibility of growth and repositioning projects to facilitate Board decisions on phasing, financing alternatives and associated timelines.
  - i. Secure financing for Fox Run and all planned renovation projects.
- c. Identify and research opportunities for potential new revenue streams.
- d. Provide visible leadership in support of development/fundraising initiatives and actively engage with potential/existing large corporate and individual donors.
- e. Communicates to leadership and the Board any concerning trends and interacts with the staff to proactively recommend cost containment strategies to achieve financial targets.

4. *Mission Advancement: Expand Londonderry Village’s mission through growth opportunities and by leveraging strategic alliances and partnerships.*

- a. Explore growth opportunities including, but not limited to, land acquisition, service offering expansions, and strategic alliance/partnerships on or before December 31, 2025.
- b. Revisit construction plans (# of cottages vs hybrid apartments) for Fox Run phase II and confirm plans with Strategic Planning Committee by July 31, 2025.

## **Individual Goals**

5. *Actively support the mission of Londonderry Village as evaluated by the Board of Directors.*
  - a. At least monthly, maintain excellent communications with Residents, Employees and the Board of Directors with written, oral, live streaming and in-person communications, etc.
  - b. Maintain active involvement with external affiliated and other professional organizations such as APG, Fellowship of Brethren Homes, LeadingAge, etc.
  - c. Personally "spread the word" about LV's opportunities for Senior Living through presentations, YouTube, Facebook postings, etc.
  - d. Support the Board in all requirements associated with a potential partnerships and/or affiliations.

DRAFT





# Londonderry Village

A COMMUNITY ROOTED IN BRETHREN VALUES

## February QA Report for the Governing Body of LV

CMS 5 Star report as posted by Nursing home Compare.

January 2025	Description
★★★★★	Health Inspection (3 cycles of surveys to include 3 years complaint surveys up through 9.2024 surveys)
★★★★★	Quality Measures (data that is approx 12 months old)
★★★★★	Total Staffing
★★★★★	<b>Overall quality</b>

## Projected 5-star Report based on Real time data

★★★★★	Health Inspection
★★★★★	Quality Measures
★★★★★	Total Staffing
★★★★★	<b>Overall quality</b>

## Annual Department of Health Surveys for Nursing

- Life Safety Survey: January 14<sup>th</sup>: No Deficiencies
- Nursing Survey: January 23<sup>rd</sup>: No Deficiencies

## Department Of Health Reportable Events for December & January

- Reportable Disease:
  - COVID-19: 15 Staff & 15 residents
  - Flu: 5 residents
- 1 Fall with major injury
- Disruption of Service: Green House Dishwasher out of service for several days



## **President's Report February 2025**

- The campus census presently includes 73 in nursing, 39 in Personal Care, and 484 in independent living. The census numbers for both nursing and personal care represent full occupancy.
- The first Villa Building is getting ready for the first resident move-ins. The 2nd and 3rd floors inspection was completed January 29th, and the 1st floor inspection is scheduled for the 7<sup>th</sup> of February. We anticipate the building to have all inspections completed and be ready for occupancy on Tuesday, February 11th.
- The Barteit Haven renovation is nearly complete with a Certificate of Occupancy inspection on February 7th. We are planning an Open House for both resident and community members on March 11<sup>th</sup> from 1-3pm. We expect to begin move-ins on March 18<sup>th</sup>. Currently, we have about three residents that would be appropriate to move into Barteit Haven. We have prepared to accept outside admissions to this area. The team met to determine financial qualification process, marketing plans, and staffing implications. To minimize marketing expenses for this new product, we will be hosting the Open House as well as offering a referral bonus.
- We are continuing the financial model for the 2 and 3rd phase of Fox Run. The team recently met with Funk & 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. Akens Engineering will review options for changes to existing plans, and once the financial proforma shows a better rate of return on the project, the new site plans will be referred to the Strategic Planning Committee for discussion and decision-making.
- Londonderry Village received a Deficiency Free Nursing & Life Safety Survey this year! This is an exceptional achievement - very few facilities can earn these scores. These results are a testament to Jen's leadership and the dedicated team members we have here.
  - Typically in the industry, providers do not "market" survey results because they can change quickly. However, we will celebrate our team and communicate our stellar performance. On February 14, we will be providing team members with lunch from R&K Subs. We launched a small social media campaign recognizing our team members through Facebook, Instagram, and LinkedIn.
- The last few weeks have been a whirlwind, but also a wonderful experience. I have met many residents and team members, and everyone has been exceptionally welcoming. I had the opportunity to present at the ILC quarterly meeting, attend the Winter Social Event, stop into the Community Quiz activity, and visit Leffler residents and spouses at dinner time – and these are just a few of the groups I have had the privilege to engage with so far. I have also been intentional in scheduling meetings with several organizational relationships such as APG, Fellowship of Brethren Homes, CARE, CHAPa, the Center for Innovation, and several other APG CEOs.

Alicia B. Titus, President & CEO



**GUEST COLUMNS**

## Seven trends in senior living that will define 2025 and beyond

**MICHELE HOLLERAN, PHD, MBA**

JANUARY 6, 2025

SHARE ^

Senior living is in the midst of a major transformation, and seven major trends have emerged as key drivers of the strategic plans adopted by boards across the country. Those trends will shape the way organizations position themselves for the future to capture a new customer base in 2025 and beyond.

### **Trend 1: Middle-market products**

Faced with the reality that boomers and members of Generation X have not saved for retirement the way that their predecessors have, senior living organizations are diversifying their product offerings, making it more affordable and attractive to those who have less income and fewer assets. The median retirement savings of boomers is only \$202,000, and more than 40% of 55-to-64 year olds have no retirement savings at all, according to the Federal Reserve Board.

Market-rate housing, co-housing, reduced or no entrance fees, a la carte services and concepts such as “Cozy Homes” are becoming more attractive to the new consumer who desires more choice and less regimentation around retirement housing options. According to the National Investment Center for Seniors Housing & Care, the number of middle-income seniors will double by 2029. Those consumers will be better educated and more racially diverse than in the past.

### **Trend 2: Solo agers**

Solo agers are older adults who currently live alone without a life partner, and they are childless.

According to published reports, about a fourth of the older adult population currently is in this category, and this percentage increases each year. The Mather Institute reports that 42% of solo agers are not satisfied with their lives, and they have poorer mental health than those in the “supported agers” category. This may be due to isolation, loneliness and depression, as the report found that solo agers have less daily contact with friends or family.

Senior living organizations, recognizing the need to serve this population segment, are spawning new services such as financial planning, volunteer matching, continuing-care-at-home memberships and support networks that will help solo agers create a roadmap for the future. It is anticipated that some campuses of the future will exclusively serve this population segment and offer the services that are unique to it. It is important to note that about 35% of older adults are women compared with about 20% who are men.

### **Trend 3: Longevity and well-being**

The focus of longevity communities is to attract younger seniors who want to extend their lifespans and add quality to their aging experiences. The foundation of longevity communities is something known as “scientific wellness” developed by biologist Leroy Hood, MD, PhD, which is about predicting and preventing disease with personalized recommendations and active participation in managing one’s health.

A major aspect of this approach is keeping dementia at bay, given that Alzheimer’s disease is the fifth-leading cause of death for Americans 65 and older. Many senior living providers are emphasizing improvement of brain health as a key competitive advantage of their communities.

A critical component of longevity communities is the idea of creating support networks of like-minded folks who would together endeavor to regularly assess and track important biomarkers, improve their lifestyle habits, and have some fun along the way with the goal of living healthier, happier and longer lives.



Architectural firms, food service companies and organizations providing wellness coaching are beginning to educate residents and the campuses that serve them with resources designed to enhance living spaces, culinary offerings and physical/mental health. The Blue Zones movement across the United States is fueling this trend, and currently there are 75 Blue Zone-certified communities affecting more than five million lives.

## **Trend 4: Home- and community-based services**

Recognizing that the majority of older adults wish to age in place in their own homes and communities, Home- and community-based services is a growing product line, whether it be home health, home care, hospice, Programs of All-Inclusive Care for the Elderly (PACE), CCaH, adult day services or some other variation.

In a recent Ziegler study of 200 not-for-profit life plan communities, 61% said they currently offer HCBS. Of those not currently offering HCBS, almost a third said they plan to offer this product to their own residents and/or the greater community within the coming years. Approximately 85% of HCBS programs employ the organization's own nursing staff.

The vast majority of organizations participating in the Ziegler study cited four primary reasons for implementing this product line:

1. growing demand for those services,
2. expansion of the mission,
3. complementary to existing service lines and
4. revenue diversification.

Most participating in the study stated that this product line produces less than \$10 million in annual revenue for their organizations currently.

## **Trend 5: Intergenerational living**

Although this trend is far from new in the senior living world, it is gaining momentum again, according to the Intergenerational Task Force, a collaborative effort among Design for Aging, the Center for

Health Design and SAGE. In a recent landmark study, the task force discovered that intergenerational, or IG, design leads to more socialization and reduced isolation, contributes to lifelong learning, fosters a sense of belonging among community members, and increases the quality of life experience.

Although some perceived barriers exist to incorporating IG, such as safety and security concerns as well as noise and lifestyle differences, there is solid support for everything from on-campus coffee shops open to the public, dining and fitness shared spaces, pedestrian and bike paths linking the campus to downtown, adopt-a-grade school programming, community farmer's markets staffed by residents, internships for college students, onsite college classrooms and daycare centers, playgrounds and parks, art galleries and leased spaces for third-party gatherings.

The business case for intergenerational programming includes market differentiation and accelerated sales cycles, as well as the re-purposing of less-desirable, harder-to-sell units. A few notable downsides to the IG model include local zoning hurdles, tax status challenges and litigation risks.

## **Trend 6: Memory care**

Older adults with cognitive impairments require specialized care, which has led to the rapid growth of memory care units across the country. Those units, especially those within continuing care retirement / life plan communities, have demonstrated strong occupancy and absorption rates due to high demand.

The total number of memory care units within CCRCs grew by 1.4% in the past year alone, according to NIC. Memory care units within the CCRC segment represent about 4% of the total units, but this percentage is expected to grow as more skilled nursing units are re-purposed, downsized or sold off.

CCRC memory care occupancy currently stands at about 90% for entrance fee CCRCs compared with 89% for rental CCRCs, NIC reported. Advancements in technology are expected to play a crucial role in shaping the future of memory care.



According to the National Institutes of Health, more than 40% of individuals 65 and older live with some type of memory impairment. The Alzheimer's Association projects that Alzheimer's disease will double by 2050.

In anticipation of the growth of cognitive impairment, life plan communities and other senior living entities are offering mental health supports, healthier dining choices, obesity reduction programs, customized fitness routines and other brain-healthy interventions.

The Health and Retirement Study, a long-term research project funded by the National Institute on Aging, found that high social engagement, including visiting with family and friends, as well as voluntarism, was associated with better cognitive health in later life.

## **Trend 7: Personalized approaches**

Campuses will begin creating tailored experiences for residents and staff members based on health needs, lifestyle choices and individual preferences. A one-size-fits-all approach will be a bygone notion.

Technology will play a pivotal role in offering customized offerings. Artificial intelligence and predictive analytics will enhance targeted marketing efforts as organizations seek to attract younger residents and more engaged workers.

New ways of connecting people will emerge through volunteer matching services, vocational opportunities for residents on campus, and employee affinity and support groups. Social media using interactive content will build a sense of connection, trust, inclusiveness and belonging to campus life.

The emergence of smart home technologies and telemedicine will allow aging adults to participate in their own healthcare management more readily through personalized wellness and care plans. Life coaching and concierge services for both residents and employees will become standard offerings on senior living campuses.

*Michele Holleran, PhD, MBA, is the CEO of DeArment Consulting, specializing in strategic planning consulting, fractional chief strategy officer engagements, board retreats and education, and executive*

*leadership coaching for individuals and teams. She can be reached at [micheleholleran68@gmail.com](mailto:micheleholleran68@gmail.com) or by cell at 970-209-8140.*

### Related Articles

Senior living begins 2025 with expectations of regulatory relief but also the need to educate policymakers, consumers

Senior living operating environment at 'critical juncture' as 2025 begins