



## **February Strategic Planning/ Finance Committee Meeting**

**February 14, 2024 - 12:30 PM – Zoom**

*Present: Francis Glynn, Henry Brubaker, Sandra Pintarch, Robert Fortna, Chet Rose, Ray Flagg, Tyler Weaber, Steve Tilley, Wendie Dimatteo, Alicia Titus, Craig Moyer, Tyler Weaber, Tom Shenk, Mike Swank*

**Order of the Day:** Proposed Plan of the Leffler Dilemma, Fox Run Updates

**Welcome:** Wendie Di Matteo-Holsinger, Chair

**“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. *(All green houses in operation, hiring the staff needed now)*
  - Reopen Green Houses to support the health care needs of our residents.
  - 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
  - Eliminate “unattractive” IL product from our inventory increasing in-demand IL product through Fox Run Phase 2

**Discussion:**

- Alicia noted that there has been a handful of current independent living residents that have had to be declined admission into skilled nursing because of lack of available beds. There are two fully renovated greenhouses that could be operating. Need to develop a short-term plan to get the two greenhouses back

online which is start the hiring process for staffing in the greenhouses as recruitment and onboarding takes time.

- Francis noted that over the past six months he has worked to find ways to repurpose the building and renovate but there is some struggle. Leffler is so old that everything is outdated and needs replaced. Tyler expressed that he is in support of demolishing Leffler as it doesn't seem to fit in the future vision of LV.
- Jen informed the board that currently 100% of beds are occupied in nursing. Leffler and the greenhouses are full. Jenn noted that she had turned two people away within the last weeks and a resident from PC has had declined health and needs to be transferred to skilled nursing however Jen does not have anywhere to put that resident.
- Discussed having a separate environment solely for short term rehab patients due to them having different care needs and objectives than long term care nursing residents.
- Board members liked this solution. Francis listed in order the leadership's team next steps: Identify residents that need to move, make sure that the building is licensed.
- This plan may provide more nursing bed flexibility and more optimal revenue. Leadership team feels that they can serve more people through this plan.

### ***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***

**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.

***Alicia showed a sketch of what both phases together would look like, some minor changes will be made.***

**Motions:**

- ***Start the process of the Solution to the Leffler Dilemma Plan and to recommend to the Board:***
  1. Hire and train personnel necessary to operate the two vacant green houses and then to populate them with skilled nursing residents.
  2. Facilitate the transfer of Royer Garden West residents to vacant Kettering Court units and other available apartments.
  3. Fill Leffler with additional skilled nursing residents then admit external patients.

**<Approved Unanimously>**

**Plan of action:**

- ***Recommending (motion) the Plan to Solve the Leffler Dilemma to Board:***
  1. Hire and train personnel necessary to operate the two vacant green houses and then to populate them with skilled nursing residents.
  2. Facilitate the transfer of Royer Garden West residents to vacant Kettering Court units and other available apartments.
  3. Fill Leffler with additional skilled nursing residents then admit external patients.

Meeting adjourned 2:35 p.m.

*Recording Secretary,*

*Olivia Harris*