



BOARD OF DIRECTORS MEETING

October 4th, 2023 Boardroom 8:30 AM

A G E N D A

Welcome	Steve Tilley, Chair
Opening Prayer	Mike Swank
Approve Minutes of 9/6/23	

Reports:

Nominating Committee	Sandy Pintarch
Financial Report	Henry Brubaker, VP Finance
Governance Committee	Keith Wagner
Strategic Planning Committee	Ray Flagg
Finance Committee	Roy Meyer
Development Committee	Dr. Dennis Gingrich
Resident Life & Health	did not meet
Human Resources	Sandy Pintarch
President's Report	Jeff Shireman

Executive Session

Dates to Remember:

<i>Good Samaritan Dinner</i>	<i>Oct 10th</i>	<i>5 pm</i>
------------------------------	-----------------	-------------



Londonderry Village

A COMMUNITY ROOTED IN BRETHREN VALUES

BOARD OF DIRECTORS MEETING • SEPTEMBER 6, 2023

The Londonderry Village (LV) Board of Directors met on September 6, 2023 at 8:30 a.m.

Board Chair Steve Tilley opened the meeting and Keith Wagner led the group in prayer.

Present: Board Chair Steve Tilley and members: Dr. Dennis Gingrich, Dick Hann, Sandy Pintarch, George Porter, Chet Rose, Keith Wagner and Jim Williams, Roy Meyer, and Thomas Shenk. Staff in attendance were CEO Jeff Shireman and CFO Henry Brubaker.

Absent: Rev. Belita Mitchell, Robert Fortna, Ray Flagg, Michael Swank, Rev. Ronald Ludwig,

June 2023 minutes reviewed and approved as presented. **<Approved unanimously>**

FINANCIAL REPORT:

Henry Brubaker reviewed the July 2023 financials. Highlighted points include:

- Census in Nursing was 69 (3 mo. average: 68) and Personal Care census is almost all filled at 35 (3 mo. average: 36). Independent Living census is at 97.1% occupied (Apartments) (3 mo. Average: 95.7%) (Cottage/Duplex) remains strong at 87.8% occupied (3 mo. Average 88.7%)
- Nursing payor mix: Medicaid remained steady at 31.1% (3-month average: 31.7%), Private Pay rose to 63.8% (3 mo. average: 62.8%) and Medicare remained steady at 5.2% (3 mo. average: 5.5%).
- July bottom line net change in assets was a positive \$467,600; year to date net change is a positive \$1.825 million; we are operating about \$2.7 million ahead of budget year-to-date.
- Board Chair Steve Tilley suggested additional training to educate Board members educated on financial literacy so as to better understand the Financial report.

GOVERNANCE COMMITTEE: (DID NOT MEET)

- Board Chair Steve Tilley had a question about a proposed revision to article 3, section 10, indicating serving during a term. "A term-limited Officer can stay on the Board for the full limit of their Officer-term", should be changed to **"A term-limited Director can stay on the Board for the full limit of their Director-term."**
- Board member Keith Wagner took a vote to approve the revised Bylaws and amend minutes. All committee members were in favor. It was agreed to vote on corrected minutes at the next Board meeting.

STRATEGIC PLANNING COMMITTEE:

- Per Funk and Sons, the renovation timetable for Tranquil Terrace is expected to be only six to seven months. We are waiting on DOH permission to build a fire separation wall that isolate Tranquil Terrace from Leffler Care. The Finance Committee is working with capital consultant Malcom Nimick relative to financing the TT renovation.
- Board Chair Steve Tilley inquired why the first hybrid villa is breaking ground in October, which was originally planned in September. Mr. Shireman commented that SFC Architects are making some minor design change, and that needs to be completed before we can submit for the hybrid villa building permit.
- Green House Renovations for Fake and Royer Houses are ahead of schedule.

FINANCE COMMITTEE:

- Henry Brubaker informed the Board that Fulton Bank has agreed to extend the loan timetable for Fox Run and also increase the line of credit from 1.5 million to 2.5 million dollars.

DEVELOPMENT COMMITTEE:

- Dr. Gingrich mentioned the Development program is more than \$5000 ahead of budget.
- The Committee is looking at the BBQ Bash event for next year and planning to discuss changes at the next Development meeting.

RESIDENT LIFE/HEALTH

- Chair George Porter informed the Board that RLH Committee member Rhona Stoneback has resigned due to health problems.
- Dietary looking into special events, different dining venues, and a more casual atmosphere for the future. President Jeff Shireman expressed this is in the beginning phases and would like resident thoughts which can be discussed at future meetings.
- The committee members agreed that residents should be allowed to make their own decisions in regards to LV sponsored bus trips to Hollywood Casino. Chair George Porter agreed it would be ok to put casino trips on the calendar.
- It was unanimously agreed to allow the public to use the pickleball court, but residents would have first priority. Chair Porter agreed that the pickleball court can be monitored, and if it becomes a problem, we can look at it again.
- Chair George Porter reported that a motion passed the Committee to form a Grounds sub-committee. All members were in favor.

- Resident Dick Hann suggested that the Resident Handbook needs to be updated. It was also suggested that electronic versions of the updated Handbook be made available (at no cost) to all residents, with a hard copy in the Stoneback Library.
- Resident Millie Kish brought up a concern with the storage at the furniture barn. She mentioned they have an overabundance of furniture coming in with nowhere to go with it. Millie shared that they have the furniture barn open every Tuesday from 9 a.m. – 11 a.m. for residents, staff, and public to purchase furniture. It was suggested that maybe we should advertise on our website and social media. There will also be a second 1-day yard sale event on September 30th.
- Received resident feedback that food has greatly improved, and that special events and “Brunch on Sunday” is very popular. Café participation is going up.

HUMAN RESOURCE COMMITTEE:

- Overall, our staff recruitment efforts have improved since July. We are concentrating on more dietary and LPN's for evening shifts.
- With the new Medical Marijuana Law, new hires have been brought on board that have medical marijuana cards. LV still does random drug tests, with no issues. Sandra Pintarch added that we should look at our written policy to see if it needs updated in the future.
- It was mentioned that in our 2024 Operating Budget, we anticipate having to make wage rate adjustments for staff in Maintenance, Grounds, Marketing, Line Cooks, Nursing care, Personal care, and LPN's.
- There is a better flow of candidates for dining, but not entirely successful finding Line Cooks. Trying to replace people (who have recently left) right now...hardest to find is 4 to 7 shift.

PRESIDENT'S REPORT:

- The census remains high in all three levels of care. Nursing is at 69, with all 40 Green House beds filled and 29 occupied beds in Leffler. Personal Care at 38, which leaves only 2 vacant rooms available. Independent living has 468 residents, down slightly from previous months.
- Sales activity for IL continues to be strong for our original Founder's Campus, with 22 contracted units under renovation for future residents.
- We recently experienced our first sale for the Hybrid Villa apartment building!
- Funk and Sons is building the first eleven Fox Run homes, “one at a time” with a two-week stagger between start times. Most of Phase 1 site work is done. The project is on schedule according to AFS projections.
- Beers and Hoffman architects have an appointment with the PA DOH in early October to complete the process of removing the Tranquil Terrace unit from the DOH rolls of inspectable

spaces. Anticipating beginning construction this winter. Funk and Sons estimating it will take 6-7 months to complete the construction.

- The Fake and Royer Green Houses are empty and being renovated and are currently ahead of schedule and may be completed as early as mid-October.
- The Marketing and Dining Departments are putting on a street fair on September 20th as a way to generate some excitement for the upcoming Fox Run expansion.
- Chair Steve Tilley encouraged members to read the articles attached to the agenda.
- The Annual APG Board Forum is scheduled for September 29th at Woodcrest Villa in Lancaster. Please RSVP to Jeff if you would like to attend. Seating is limited.

Next Board Meeting: October 4 at 8:30 a.m. in the Board Room (Zoom option available)

Meeting adjourned at 10:15 a.m.

Respectfully submitted,
Barbara Showers, Recording Secretary

President's Report to the Board October 2023

1. The census is largely unchanged since September. All three levels are at high levels. Nursing is at 68, with all 40 Green House beds filled and 28 occupied beds in Leffler. Personal Care is still at 38. Independent Living has 469 residents, slightly up from last month. In sum, there are 575 residents currently living on the campus.
2. Londonderry Village has continued to experience some covid-19 cases. At one point, we had 5 PC residents testing positive at the same time. That has abated more recently. No cases in nursing. We are getting sporadic reports of independent living residents who are testing positive, as well. Fortunately, we are not aware of any cases that are resulting in serious illness requiring hospitalization.
3. We are awaiting word from Hershey Long Term Care Pharmacy about scheduling a covid booster shot clinic. We expect that to take place in October, pending availability of the vaccine.
4. Resident Services Director Mary Lee Harpel has returned to work as of the last week of September. Many thanks to her assistant, Trudy Kern, who more than capably filled-in while Mary Lee was recuperating from the surgery on her right wrist.
5. Marketing Director Tyler Weaber reports that sales activity for independent living continues to be very encouraging. On our Founder's Campus, we have 19 reserved units being renovated for future move-ins, and just 4 unsold units. Regarding Fox Run, all eleven of the carriage homes and townhomes are reserved and under construction, and still just one contracted sale of the hybrid villas. Tyler and his staff will be meeting very shortly with two other parties that have recently expressed interest in hybrid villa apartment units.
6. Funk and Sons is moving right along (on schedule) with the Fox Run carriage homes and townhomes. Several units (including the clubhouse) are in various stages of construction. AFS discovered that some of the framing lumber (that was purchased previously and stored onsite for the last two years) got mold from being moist. AFS will remediate the mold and/or purchase new lumber (as needed) without any cost to Londonderry Village.
7. We are still awaiting the Beers and Hoffman appointment with the PA Department of Health in early October to complete the process of removing the Tranquil Terrace (TT) Unit from the DOH rolls of inspectable spaces. We will then need to build a fire separation wall to insulate TT from the Leffler Unit.

8. Staff are still analyzing the details of the nursing home staffing mandate proposal recently released by the federal government. Whereas it appears that Londonderry Village is well-staffed, in general, the proposal calls for more "floor" Registered Nurses than what we have on staff. Typically the vast majority of our floor nursing is done by LPN's. We do have at least one Registered Nurse on each shift every day of the year, but most of those are Unit Managers who are here to supervise the various nursing units.
9. The Fake and Royer Green Houses are still on schedule for an October completion date.
10. The Street Fair put on by the Marketing and Dining Services departments on September the 20th was an unqualified success. The weather was very comfortable, and the crowd was sizable. Current residents were very complimentary about how much fun it was, and how good the food was. We had five new parties attend the Fair and then take a tour of the Model Home. Sacrificing their bodies in the cold water of the Dunk Tank were Mario Stanzione, Tyler Weaber and Jeff Shireman! Residents are already asking about when we intend to do another Street Fair.
11. Londonderry Village does not have a formal Strategic Plan. What we do have, and have been using for over a dozen years, is a strategic framework that lists 5 Strategic Priorities. Developed many years ago with the assistance of outside consultants, the framework helps us to focus on the five areas that impact us the most. I am enclosing in this packet a copy of the Strategic Priorities that were recently reviewed at the Strategic Planning Committee.
12. Also enclosed in this packet is a copy of the monthly QAPI report (Quality Assurance Performance Improvement) that is generated for the nursing center each month. I will be reviewing the report at the Board meeting to explain the information contained therein.

...Jeff Shireman, President

LONDONDERRY VILLAGE STRATEGIC PRIORITIES 2023 update

1. **LEADERSHIP/GOVERNANCE:** Enhance organizational structure by formalizing staff and board leadership model including succession plan for board and management level positions and establishing annual performance review for CEO and self evaluation of Board

Actions: Governance Committee formed, "Membership" eliminated from corporate by-laws; CEO Evaluations done annually. Changed name of organization. Review/revise corporate by-laws. Succession planning for CEO retirement. Move toward merit-based compensation. Human Resources Committee formed.

2. **FINANCIAL STABILITY:** Increase "Financial Stability" of LVBH through implementation of further expense controls and rate adjustments, establishing payor mix limits, and developing additional sources of revenue

Actions: Expense controls implemented. New independent living monthly rate structure implemented. Medicaid mix reduced from 55% to under 40%. Flourish capital campaign exceeded goals. Fox Run expansion will add to bottom line.

3. **MARKETING AND BRANDING:** Elevate the standing of LVBH in the marketplace through funding a targeted marketing plan, define our targeted consumer, and differentiate our community through our brand and "promise"

Actions: Expanded advertising budget. Increased use of TV commercials. New web site. Expanded marketing team to include Move-in Coordinator. Built model home to house marketing offices. "No Entry Fee" admission plan very popular. Improved campus signage.

4. **CARE MODEL:** Enhance care model of the organization in order to ensure on-going marketability of LVBH by expansion of person centered care model, developing long range plan for health services

Actions: Added Sweigart and Stoneback Green Houses. Planning renovations to TT/Letter/PC. Implemented Electronic Health record. Built Nursing Administration Building. Converting TT to an AL Memory Care Unit. Resident Life & Health Committee formed.

5. **FACILITIES MANAGEMENT:** Pursue campus repositioning initiatives to improve financial standing and marketability, including strategy based, phased campus plan, expansion of south campus and alternate uses of existing space

Actions: Added Wheaton Entrance and Apartment Building; Fox Run expansion, Added multiple Florida Rooms. Solar Field.



Londonderry Village

A COMMUNITY ROOTED IN BRETHREN VALUES

NHA QAPI Report for the Governing Body of LV for September 2023

5 star rating Review

Jan 2023	Feb 2023	March 2023	April 2023	May 2023	June 2023	Description
★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	Health Inspection
★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	Quality Measures
★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	Total Staffing
★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	Overall quality

July 2023	August 2023	September 2023	Description
★★★★★	★★★★★	★★★★★	Health Inspection (3 cycles of surveys to include 3 years complaint surveys up through 8/31/2023 surveys)
★★★★★	★★★★★	★★★★★	Quality Measures Based on 15 QMs. 9 long stay & 6 short stay (Data is on average 12 months old)
★★★★★	★★★★★	★★★★★	Total Staffing
★★★★★	★★★★★	★★★★★	Overall quality

For Quality Measures:

Most Quality Measures stay on for 12 months

(Which means it may take 1 year for any notable changes to be seen on the *CMS Nursing Home Care Compare* site. The measures posted on *CMS Nursing Home Care Compare* is OLD data, not current)

Biggest contributors to a lower rating:

Short stay: % Residents newly received an antipsychotic medication+
% Residents who were successfully discharged to the community

Long stay: % of residents experiencing falls with Major Injuries
% of residents who received an antipsychotic medication
% of residents whose needs for help with ADLs has increased
% of residents who ability to move independently worsened.

Performance Improvement Initiates continue r/t Quality Measures that impact 5 star

- Decrease Antipsychotic medications by 25 % by December 2023
- Educate CNAs on mobility & ADL coding to ensure accurate information is pulled to the MDS
- Increase engagement and pilot pink noise @ hs for those residents that are high fall risks.

Staffing Measures PBJ data from	10/2022- 12/2022	1/2023- 3/2023	4/2023- 6/2023
Adjusted Total Nsg staff	4.845 HPRD	4.767 HPRD	4.551
Adjusted Total Nsg on weekends	4.277 HPRD	4.227	4.067
CNA Hours			2.68 →
RN Hours			0.871 →
Staffing Turnover PBJ data from 10/2021- 9/2022	Q4 2022	Q1 2023	Q2 2023
Total Nursing turnover	45.4%	34%↓	31.4%↓
RN turnover	47.1%	31.6% ↓	31.3%↓
Overall staffing rating	★★★★★	★★★★★	★★★★★

*The nursing turnover rate is what contributed to our first 5 star rating in staffing as we actually ranked better than others.

Staffing Vacancies:

LPN PT: 11-7 & 3-11

LPN FT 7-3 & 3-11

RN PT: 3-11

CNA FT: 7-3 x2, 3-11 x5 & 11-7 x 3

CNA PT: 11-7 x2, 3-11 x2 and 11-7

September Reportable Events to PA. Dept. of Health

Health Department Reportable Diseases	2 staff with COVID-19
Transfer/Admission to Hospital Because of Injury/Accident	Resident fell, lacerations to head. Sent out for eval and returned same day
Transfer/Admission to Hospital Because of Injury/Accident	Resident fell in room. Sent to ER and admitted. 3 rib fractures
Transfer/Admission to Hospital Because of Injury/Accident	Resident fell ambulating into GH kitchen. Sent to ER. 1 rib fracture. returned same day.

Misc. Items for Discussion:

Hershey Pharmacy will be offering updated COVID-19 Vaccine when available. Costs expected to be around \$120 per COVID-19 Vaccine. Hershey care has not secured any at this time where as some of the big chain pharmacies (CVS) have.

These vaccines were previously provided for free by the government, they are now provided through the commercial market. Under the Affordable Care Act, most insurance plans are required to cover the full cost of vaccines, without co-pays.

How will LV handle the vaccine cost for staff.....

CMS proposing to add their own RN & CNA requirements to Nursing Facilities:

RN: 0.55 HPRD
CNA: 2.45 HPRD

Concern is what RNs we will be allowed to count. Our Payroll based Journal counts administrative RNs (DON, RNAC, ADON)

If we are only allowed to count direct care RN hours (like PA state) we currently stand @ 0.477 - 0.59 weekdays and 0.35 HPRD on weekends.

We would not meet the requirements without hiring floor RNs instead of LPNs

ZIEGLER INVESTMENT BANKING

SENIOR LIVING FINANCE Z-NEWS

Page 1 | Week of October 3, 2022

FEATURED ARTICLE

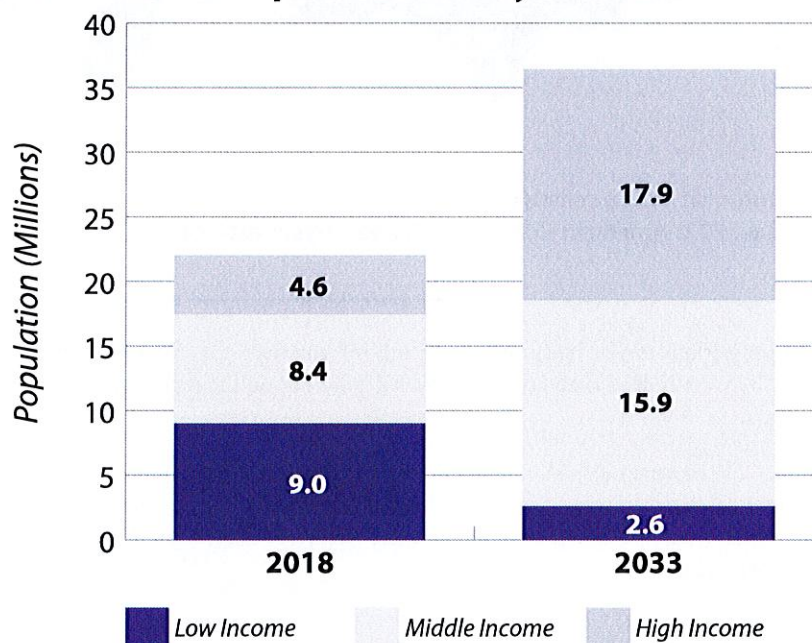
THE LATEST INCOME TRENDS AMONG OLDER ADULTS

At the end of August, NORC at the University of Chicago, released “*The Forgotten Middle: Housing & Care for Middle-Income Seniors in 2033.*” This report and analysis follow the 2019 report that NORC prepared through a grant from the National Investment Center for Seniors Housing & Care (NIC). That initial report garnered much attention. The aim of the current report was to forecast further into the future and quantify the percentage of seniors in low, middle and high-income categories today and into 2033.

Definitions are a key part of the middle-market conversation. NORC researchers have defined middle-income seniors as those having annuitized income and assets between \$25K-\$101K (in 2018 dollars). There are several key findings from their recent report.

- Over the next decade, the number of middle-income seniors will almost double — reaching 16M adults ages 75+ by 2033.
- This middle-market group will be more racially and ethnically diverse than today and will include 22% who are people of color. This group also has the fewest options for seniors housing and care as they age.
- The number of high-income seniors (75+) will be the largest growing group, accounting for 17.9 million individuals by the year 2033.
- The low-income senior cohort is projected to decrease to 2.6 million by 2033, down from 9 million in 2018.

Size of Senior Population 75+ By Financial Resources



Data Source: NORC at the University of Chicago, August 2022

ZIEGLER

One North Wacker Drive | Suite 2000
Chicago, IL 60606

B.C. Ziegler and Company | Member SIPC & FINRA

CONTACT US

800 366 8899
askziegler@ziegler.com



CAPITAL :: INVESTMENTS :: ADVICE

Despite improved tech literacy, seniors still getting scammed by wide array of impersonators

AARON DORMAN

MCKNIGHT'S SENIOR CARE NEWS

9/6/23

Although many older adults are taking part in tech literacy programs, the perception remains that older generations are easier targets for online scams and financial fraud. So seniors, and their caregivers, have plenty to be wary of.

In addition to the classic approach of robocalls, imposters claiming to represent a grandchild in trouble, or a government agency such as Medicare, top the list of common scamming techniques, according to a new white paper released by Thomson Reuters. The report is designed to be a guide for senior living and care providers to stay up to date on the latest trends and help alert their residents and patients.

The five most common categories of fraud aimed at older adults:

- Government impersonation scams
- Sweepstakes winner scams
- Illegal robocalls
- Computer/IT scams
- Grandchild impersonation scams

In 2021, older adults lost almost \$1 billion due to such scams, the white paper authors noted. That amount includes more than \$200 million dollars given away in “romance” scams, in which someone feigns interest through social media or a dating app and then asks for money. Due to the embarrassing nature of the fraud, those cases could be underreported, researchers said.

“The costs of fraud against seniors has significantly increased across all of the top forms of fraud,” paper author Melissa Berry [stated](#). “Awareness of the schemes that scammers use to target older individuals can help reduce the risk that senior citizens will become victims of these crimes in the future.”

Fortunately, older adults appear to be wising up to potential scams, even as their social media use grows, [recent studies show](#).

Some tech literacy programs, such as one of Senior Planet's [offerings](#), specifically deal with how to avoid getting scammed online. Among numerous other material being circulated, the College of Healthcare Information Management Executives also has a “Think Before You Click” [resource](#) to help users determine when releasing private medical information is safe.

PRESIDENTIAL PONDERINGS October 2023

The federal government recently published some proposed regulations that establish mandatory staffing levels for nursing homes. The current Administration has made frequent comments about the need to improve the care delivered by the “nursing home industry.” That might sound familiar because most Administrations (both federal and state) have issued similar proclamations during their tenures’. For politicians, attacking nursing homes is an easy way to score “political points” because many consumers tend to hold nursing homes in low regard.

Why is that? I personally experienced this phenomenon in late 2007. Londonderry Village had just opened the first two of our four original Green Houses. We were spending nearly seven million dollars on an innovative concept to improve nursing home care for elders in central PA. We were the first Community to operate Green Houses in the whole mid-Atlantic and Northeast regions of the USA. We thought that was impressive stuff that the media would want to showcase, and so we invited all of the local newspapers and TV stations to our Grand Opening. One TV station showed up...that was it. ABC-27 did a 30-second feature. The reporter who interviewed me confessed that she had to beg her editor to cover our story...he was intending, instead, to have her do an expose of people who are chronically overdue on their library books!!

That is when I discovered that the media isn’t really interested in “positive” nursing home stories. They are the first to arrive and put any kind of nursing home scandal on the front page, but uplifting nursing home stories apparently don’t generate positive ratings or sell newspapers. Most of us remember reading about the ill-fated nursing home in Kirkland, Washington that was the first nursing home to be decimated by the newly arrived covid-19 virus. I would guess that many of us assumed it was a bad nursing home because of all the deaths they suffered from the virus...a circumstance that was widely publicized. However, the Kirkland facility did not receive the same type of coverage years later when an investigation largely exonerated the facility from any wrongdoing because nobody (at that time) knew much about covid-19 and how to contain it.

Back to the new mandatory staffing regulations. They are not really a concern to Londonderry Village because our staffing is already well above those new minimums. In fact, as President Biden noted in a recent speech, most nonprofit nursing homes in the USA are already staffed above the new levels. That fact did not get a lot of press. The feds are actually targeting the for-profit nursing home operators who value profit making over quality of care. Unfortunately, however, when nursing homes come under attack, we all get painted with the same brush. Don’t believe it. Our care is excellent and we are very proud of our dedicated and compassionate staff.

Thanks for Listening,

Jeff Shireman, President

Poll shows 70% of Americans are uncomfortable with prospect of being admitted to nursing home

by West Health Institute

September 12, 2023

More than 40% of Americans say nursing homes are unsafe and 7 in 10 say they would be uncomfortable with ever having to be admitted to one even if they needed such care, while more than 6 in 10 (61%) feel similarly anxious about the prospect of admitting family members, according to the latest survey from West Health and Gallup.

Safety was a particular area of perceived concern; 41% of respondents say nursing homes are not safe, 26% say they are, and about a third say they don't know. Notably, the survey found that people over 35 were much more likely to view nursing homes as unsafe than their younger counterparts (44% versus 34%).

Concerns over quality (70%), cost (49%) and the possible negative impact on mental health (45%) were among the top reasons for the uneasiness, but fears of losing independence (34%), dying in a nursing home (28%) and threats to physical safety (27%) were also factors. When asked to grade the overall quality of care in nursing homes, Americans, on average, gave the facilities a barely passing grade of "D+." Only 18% of U.S. adults said they would feel comfortable moving into a nursing home if it became necessary.

The survey findings come as the Biden Administration has proposed first-ever mandatory minimum staffing levels for nursing homes participating in Medicare or Medicaid. The U.S. is home to roughly 15,500 nursing homes that care for more than 1.2 million people, according to data from the Centers for Disease Control and Prevention, and low staffing is widely considered a root cause of inadequate care in the facilities.

Most states set some level of minimum staffing, but the new federal proposal goes further. Nursing homes would have to provide a minimum of 0.55 hours of care from a registered nurse per resident per day, as well as 2.45 hours of care from a nurse aid per resident per day. They would also be required to have a registered nurse on site at all times.

"Nursing homes serve a vital role in our society, but improvements are needed beyond staffing that will ensure quality and restore confidence in a system of care that most Americans have serious concerns about," says Tim Lash, president of West Health, a family of nonprofit, nonpartisan organizations dedicated to improving aging and health care in America. "Meanwhile, home- and community-based services, which are often preferred choices for care, are struggling to meet demand due to worker shortages, low wages and poor provider reimbursement. Policymakers must also do more to support these programs that offer an alternative to institutional settings."

Overall, Americans polled in the West Health-Gallup survey gave the quality of care in nursing homes a "D+." Only a third (33%) gave them a satisfactory grade of "C," and high marks were virtually non-existent, with only 1% saying they deserve an "A" and 8% saying they would give a "B."

"Nursing homes are perceived poorly by most Americans, many of whom share trepidation about the prospect of ever needing one for themselves or a family member," says Dan Witters, Gallup senior researcher. "This signals that these institutions do not have the benefit of the doubt. Nursing homes have a need to better demonstrate that they are safe places for older adults and provide a high quality of care."

The [survey](#) was conducted from July 5–24, 2023, with data collected from 2,145 American adults ages 18 and older. The topic of the study, which was fielded by Gallup via the Gallup Panel, is Americans' Perceptions of Nursing Homes in the U.S.

Provided by West Health Institute

Biden unloads on nursing home operators

JAMES M. BERKLAN

SEPTEMBER 5, 2023

MCKNIGHT'S LTC NEWS

While nursing home operators scurried to read proposed new demands regarding a first-ever nursing home staffing mandate Friday, they were also left with another powerful blow to absorb: A full-on attack by President Joe Biden, who aggressively detailed the rationale for the new rule in a guest column in USA Today.

Some long-term care leaders quickly equated the president's message with an attempt to manipulate the perception of actual conditions.

The controversial staffing proposal calls for 3.0 hours of nursing care per patient per day and also would require round-the-clock registered nurse coverage in a facility every day of the year.

The announcement [ignited critical reactions](#) from operators, some of whom found small silver linings in the long-awaited proposal, but who generally are up in arms about being mandated to employ more workers amid nationwide staffing shortages. Meanwhile, consumer groups and other third parties angrily chimed in, hailing the rule's release but railing that it isn't tough enough.

As is customary, heads of the Department of Health and Human Services and Centers for Medicare & Medicaid Services released remarks on the proposal.

But it was the extra Biden column (titled "Nursing homes are putting residents at risk. We're ending the abuse today") that made abundantly clear in plain language who is being targeted. For-profit and private-equity-owned nursing facilities remain the primary target.

"We are working to make sure no nursing home can sacrifice the safety of their residents just to add some dollars to their bottom line," wrote Biden (pictured, during a 2022 speech). "It's telling that non-profit nursing homes are [three times as likely as for-profit facilities](#) to already satisfy the minimum staffing standard we're proposing today. Some corporate nursing home owners are taking taxpayer dollars while cutting corners on staffing so they can make big payouts to executives and shareholders. It's wrong."

[He said](#) the new measure should improve workforce conditions.

"We're also supporting the folks who are doing God's work — the nursing staff who care for so many of our loved ones, but who are over-worked and under-resourced," he said. "Nursing home staff describe getting burnt out when they have too many residents to care for in too little time. Many end up leaving the industry. Minimum staffing standards would help them stay in the jobs they love."

In setting up his argument against nursing homes, Biden implied the responsibility for any shortcomings has been operators' and not necessarily the government institutions that fund and regulate them.

"Unfortunately, too many Americans across the country know firsthand how hard it can be to find a nursing home that provides that peace of mind" when searching for a facility for a loved one, he wrote.

He also imputed 200,000 nursing home resident and worker COVID-19 deaths to having too few staff on duty. And as has been the case several times over the last two years, he saved some of his strongest language for investors.

"[I]n recent years, more private-equity firms have been buying up nursing homes and [slashing key staff](#) to cut costs and make bigger profits, endangering the safety of their residents in the process," Biden wrote.

The tough language continued throughout for those in the business of taking care of seniors, as Biden addressed potential voting blocs, including an endorsement of union membership, and put long-term care business further under the spotlight.

"As a country, we're delivering a clear message to the nursing home industry: no more padding profits on the backs of residents and nurses. If you tell families you'll take care of their loved ones, then follow through," he said.

"I have your back," he concluded to those families.

Socially active older adults remain healthier over time, study finds

ALICIA LASEK

MCKNIGHT'S LTC NEWS

JUNE 14, 2023

Middle-aged and older adults who take part in volunteer work and recreational activities are more likely to remain healthy and less likely to develop physical, cognitive, mental or emotional problems, a new study has found.

Investigators followed more than 7,600 Canadian participants in wave 2 of the Canadian Longitudinal Study on Aging for three years. Respondents were aged 60 years or older and the sample for the current study was restricted to those in excellent health at baseline, which was 45% of respondents.

Approximately 72% of respondents who were participating in recreational or volunteer activities at the study's start were still aging successfully three years later, the researchers reported. In contrast, only two-thirds of those not participating in these activities were determined to be aging successfully at the study's end. This amounted to a 15% and 17% difference by recreational and volunteer activity participation, respectively, the researchers reported.

Respondents were classified as aging successfully even if they had chronic illness, as long as they were able to engage in daily activities and were free of disabling chronic pain. Researchers also took into account the respondents' subjective perception of their aging process, their physical health and mental health, and self-reported emotional well-being.

"It is encouraging that there are ways to support our physical, cognitive, mental and emotional well-being as we age," Esme Fuller-Thomson, PhD, MSW, of the University of Toronto, said in a statement.

"It is important for older adults, families, practitioners, policymakers and researchers to work together to create an environment that supports a vibrant and healthy later life," she said.

[The study](#) was published in the *International Journal of Environmental Research and Public Health*.

FEATURED ARTICLE

ZIEGLER CFO HOTLINESM REPORT: SUCCESSION PLANNING

The most recent *Ziegler CFO HotlineSM* poll was devoted to the topic of Succession Planning. This topic was previously covered in 2013, 2015 and 2018, and allows for historical comparisons. Over 230 not-for-profit senior living CFOs and financial professionals from around the country responded to the survey.

With many of today's C-Suite executives falling within the Baby Boomer cohort, much focus has been on the potential wave of retirements among today's CEOs. As shown below, nearly 34% of the organizations reported that their CEO will likely retire within the next five years. Another third will likely exit their role in the 5- to 10-year timeframe. The "more than 15 years" retirement timetable is a much lower percentage today than what was reported back in 2013 and 2015.

Only 38% of organizations have a formal, written plan of succession for when their CEO retires. Of that 38%, only a quarter affirmed that their organization has plans for a specific internal candidate to step into the CEO role. When asked which role that candidate currently holds within the company, the most common answers were

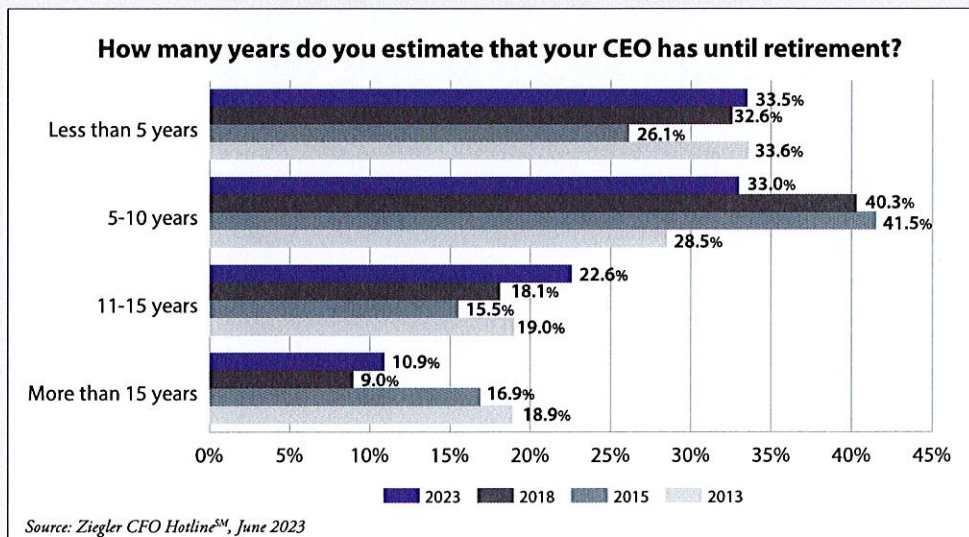
Chief Operating Officer, Chief Financial Officer, and Vice President/ Executive Vice President, respectively.

A vast majority of organizations (80%) have not considered affiliation as a plan for after their CEO retires. Ten percent have discussed this option, while the remaining ten percent are unsure whether affiliation is a possibility. This statistic was similar across both multi-site and single-site organizations.

Additional questions were asked on the survey related to pending retirements of other executive-level positions such as the CFO, COO, etc. We encourage readers to access the full report on the [Ziegler website](#) for additional survey findings.

If you have questions related to Ziegler's latest research or other related topics, we encourage readers to reach out to the Ziegler representative in the region.

LISA MCCrackEN
DIRECTOR, SENIOR LIVING RESEARCH & DEVELOPMENT
lmccracken@ziegler.com

**ZIEGLER**

One North Wacker Drive | Suite 2000
Chicago, IL 60606

B.C. Ziegler and Company | Member SIPC & FINRA

CONTACT US

800 366 8899
askziegler@ziegler.com



Ziegler

CAPITAL :: INVESTMENTS :: ADVICE