

WATERMAN VILLAGE

Mount Dora, Florida

RESIDENT COUNCIL MEETING

The Resident Council Meeting was held Monday, June 17, 2024, in the Osborne Center.

MEMBERS PRESENT: Robert Bosnak, Barbara Cogley, Jack Crawford, David Franco, Betty Ann Huntsman, Alayne Lacy, Jean Puckett, Nancy Purnell, Jim Peltzer, Chuck Sundquist, Gene Bierbaum.

MEMBERS ABSENT: Ed Walsh, John Kosko

MANAGEMENT PRESENT: David Larson VP/CFO, David Nwogu VP/COO, Alvin Smith Dir. Of Facilities Services, Rosa Lesperance Resident Relations Administrator, Katherine Cortez Admin. Assistant

MANAGEMENT ABSENT: Andrew Dujon President/CEO

VISITORS PRESENT: Carol Gaumer, Jim Metzgar, Judie Betz, Carol Crawford, Sherry Anderson

CALL TO ORDER

Chairperson Jim Peltzer called the meeting to order at 10:03 a.m.

APPROVAL OF AGENDA

A motion was made and seconded to approve the Agenda for Monday, June 17, 2024. Motion carried.

APPROVAL OF MINUTES

A motion was made by Jack Crawford and seconded by Robert Bosnak to approve the minutes as read including one correction. Motion carried.

MANAGEMENT REPORTS

David Larson- VP & CFO

David gave the following report:

- We are preparing for the meeting next Wednesday for the general resident body and preparing slides. One of our challenges is the cost of living has come to a head and seems to be tapering off. This morning while looking at financial statements year to date, there are two sections. One is what we consider controllable, which are earnings before depreciation, interest and taxes. Also including operation, salaries, utilities, benefits, food, supplies etc. Then there is

the uncontrollable and that is depreciation expenses such as interest. Luckily, that stays flat throughout the life of the loan, and then there is investment income, and fortunately, it is getting a lot better return than a couple of years ago. One of the first things I saw was that we had a sizable amount of money left over after paying off a lot of the mezzanine debt for the Lakeside project that was still sitting in a savings account that was earning very little. We quickly moved this money to an account that earns about 5%, and we have since moved it to an investment product. So, we moved it over to a stock bond 60/40 split. We went from a few hundred dollars a month to \$50,000-\$60,000 a month in just interest.

- The governor issued a decree last October that if your building takes Medicaid, you must pay all your staff \$15 an hour. The state was on track to get to \$15 minimum wage in 2024, but the decision by the governor accelerated the process. We estimate a million and a half dollar impact just on that wage decision alone. Essentially, expenses are going up at a larger trajectory than what revenues are.
- Skilled nursing is a volatile market, and there is a minimum staff requirement by state and federal guidelines. Sometimes there must be an agency brought in, and that can be very expensive. A CNA may make \$15-19 an hour, and you must go that high because we are not only competing with other similar facilities, but we are also competing with restaurants and some big box stores like Target. A real problem is there are not enough people for jobs available.
- Something being considered instead of weekly housekeeping, is to go every other week or every 10 days. We have a program that calculates how much time it takes to clean an area, and to see different scenarios, and we can bring the data back and see what kind of dollar impact different schedule changes would make.
- Year to date we are operating margin positive, but we are at a net loss bottom line. We did budget for that loss this year. Last year if you saw the audit, it was a little bit over a ten-million-dollar net loss. This year, it is on track to be around six million, and we might be very close to that.

David Nwogu- Vice President and Chief Operating Officer

David gave the following report:

- A contract with the State of Florida expired, and unfortunately the tradeoff was that they increased our Medicaid rate to meet the expenses that come with increasing to the \$15 an hour minimum. We have already made the increase. We are not going to see the growth in reimbursement that we have had in the past. We will be working through some of these during the budget cycle.

Recorder comment: discussion began about the tabled topic of a murder mystery event on campus. This discussion will be recorded under "old business" below.

- We are running with 22 residents in Springwater, 99 in Edgewater, 67 in Bridgewater and 96% in independent living.

- Our new Home Health administrator has started. Jenny has worked here before, so she is very familiar with how we run and regulations. Rosa or Maggie are your points of contact should you need to use Home Health. We are prioritizing cases on campus.
- Brady and I had additional conversation with the team from RFT (Lifeline pendants). They tested five pendants, and they were all working according to the manufacturer expectations. I asked them about which population you see these pendants working with most often and assisted living is what came up. This explains the overactive nature of the pendants, so if you are moving around a lot or working out, it could alert the pendant. It is more for folks who have the potential to fall more often. That is the key indicator we cannot get around because the manufacturer is saying it works as it should, and we are seeing them being overactive. Some may not be ready for this style of pendant and may benefit from one that you call from yourself.
- We are in the bidding stage of the Lodge renovation project. There were vendors over last week who wanted to bid on the project, we have had three bids. We are in the drawing phase now, so we are excited about the project in terms of timeline. The plan is to try to beat Christmas. If we are lucky, we can get started in the summer, but permitting will be key. You will see a lot of changes in the Lodge. You will not see any changes with the library. We are looking at equipment in the gym area, but not the aesthetics. There will be painting, flooring, furniture, and walls moving.
- Centrix and Comcast's contracts end in 2025, so we are looking for alternatives to Centrix. Spectrum offered to bid for internet and cable services.
- We are evaluating our benefits in a brokerage firm. We have a brokerage firm we utilize for employee benefit packages, and that is a huge factor when it comes to joining and remaining in an organization. We are not as satisfied now with them as we have been before, so we are looking at changing firms and the benefit packages. We want to ensure we are on par with today's expectations.
- In relations to the budget, we are going to specialize and have a capital expense focused budget this year. The roof at Bridgewater had an unexpected impact from a capital expense standpoint. The Lodge renovation is going to blend into the new fiscal year, for the most part it will be roofing, HVAC, fire suppression systems, so we have strong bones for the future. If you do not see as many good faith projects, it is because we are investing a lot of our projects in what keeps the buildings running.

Question: Can you elaborate on the Bistro? We heard it is going to move.

Answer: Bistro will be staying where it is but will be completely renovated top to bottom. We will also work on the service; I heard it is not what it used to be. This is a huge priority of the culinary department and administration to get the Bistro back to its former glory.

Question: Where do we sit regarding Comcast?

Answer: In years past, Comcast was very finicky. We had service concerns routinely. Since that time, they have laid more fiber, and it has been a lot more consistent, and we

don't get as many complaints. So, we will be comparing what we have received lately from them and with all the other alternatives. Centrix we will move forward without.

Question: For culinary, we lost a bunch of people recently. What we hear is some people are more told what to do, instead of being asked. We hear there will be days when an employee makes personal accommodation for something like a doctor's appointment, to be told they must come in. They are just told these things.

Answer: This goes back to the labor market and finding people who are passionate about what is going on. There are good people, I am not disputing that, but those folks are not as easy and as readily available as we have seen in the past. Folks want the freedom to work when they want to work, and sometimes that is not conducive to operations. Many would rather leave than accommodate. I have nurses who do not want to work the weekends or every other holiday. We strive to gain some efficiency based on some challenges we have operationally, but we want to make sure things fit the way you prefer in your best interest and for your schedule. We do want to focus on managing and continuing to support good staff with a good culture and find out what is important to them. Sometimes it cannot be helped, sometimes the schedule demands coverage in these areas and the managers are working on rotations. I will investigate further to see if there is anything that we could have done a bit better.

Alvin Smith- Director of Facilities Operations

Alvin gave the following report:

- In regard to efficiency and managing staff, you will see a lot of changes throughout the department. You will see new staff members, and timing and different things changing throughout with services. One is going to end up being housekeeping and how they are maintained. We ran into a hiccup when an individual was upset because housekeeping was not cleaning the outside area of their home. Housekeeping is for inside your home and utilities works on the outside of your home.
- Landscaping and mulching, we did get more mulch and we are going to go around and complete as much as we can as efficiently as we can. We rode around and will address many issues and create a plan of care.
- There are a couple of main breaks that Jose is working on with a few others. We are not going to add any more irrigation to Lakeside right now. We will be focusing on things like water heaters, roofs and things like that that are the backbone of the buildings. Unfortunately, we are currently down a painter, he will more than likely be back next month. Others are going to jump in and help until this time. The pool is also good to go now.

Question: What is the status of the door at Lakeside?

Answer: It was not a mechanism issue; it was an installation issue. The entire door is wrong, so it isn't just a simple fix. A door specialist is going to come in and quote us if he can fix the door.

Question: How much longer is the fountain going to be down?

Answer: I must investigate this further; someone has come out to look at it. This is on my list.

Question: What kind of supervision do housekeepers get? Does anyone check what they do in the houses?

Answer: They do, and this is part of the efficiency portion with the new system we are running. They shouldn't just come in and ask you what to clean and what not to clean. There are changes coming by mid-July.

David Nwogu additional answer: many residents have special relationships with their housekeepers and like to communicate before, during and after their work. This will also stop. There will be expectations around time management from the department, so this social piece will be eliminated. They will not have extra time to spend talking.

Question: how is the water pressure in the Lake Houses going?

Answer: We got the boosters in, and he is coming this week to do all the mockups.

Rosa Lesperance- Resident Relations Administrator

Rosa gave the following report:

- Our census is at 96% with one resident in the hospital and six at Edgewater. We have had three residents pass away this month. There are two move outs pending at the Oaks and a move in at Lakeside.
- I am planning New Resident Orientation next month and it will be held in the Chapel. 30 invitations are being sent out. This will be from 10:00am-12:00pm.

COMMITTEE REPORTS

Activities Committee – Ed Walsh

Sherry Anderson gave the following report on behalf of Ed:

- We have a lot of things that are being tabled because of the pending construction. We do have a bus that is being fixed.
- At the last meeting, there was one more issue that came up I was asked to present to the council. We were asked if the Activities Committee would consider making a policy concerning preemptive priority for activity rooms. We have very few places for people to meet, and they are all booked nearly all of the time. The schedules the Activities Department keeps are very difficult to keep up. When people come to them to have a private gathering, this has become a real problem. When you go to a room and put a sign on the door saying a room is closed, when there are other activities scheduled in that room, there is going to be a lot of problems. I was told the other day this happened here at the Oaks long before Lakeside. There was often contention even then. This has become a prevalent thing. We have many residents and staff members, and not so many rooms. We as a committee were not comfortable in making a policy on how this should be handled and who would receive priority over regularly scheduled activities. The committee asked Sue to bring this back to management and ask them to investigate the situation.

Council member comment: This is a lot more than making a policy. Somebody has to be in charge of scheduling these rooms and keeping records. There was a conference room across from Ubi and James' current office and we knew where to go to schedule it. There is now a room next to Rosa's office that we do not know who to go to to book.

Sherry response: The Activities Department keeps careful records of where all activities are, and it is a huge undertaking. It is not about keeping track; it is about how we prioritize who gets access to a room.

Rosa response: The conference room next to my office is scheduled mainly through Deborah at the front desk. Katie, the Activities Department and Deborah all have access to book the room.

David N. response: The departments collaborate, and this is something that has been brought up before; creating a centralized contact. All the staff with access to the system are comfortable and communicate so they do not need to change this now. Sue mentioned to me last week about prioritization, and there are some factors to contend with. I agree it would be very difficult to develop a policy around this. To the point of who is going to manage it all, this all has to fall in line together so this will be something we will bring back up and have a solution by the next meeting.

Dining Committee – David Franco

David gave the following report:

- The last couple finalists for the new executive chefs were being considered.
 - David N. Comment: A candidate has been hired. This person is a young woman who has worked in the field for 10 years or so and has worked her way up the ranks. They were very impressed. Her food was immaculate, and they felt she had authentic character and will really dive in and give her passion to the organization.
- Both executive chefs will be able to work on either side.
- A major part of the discussion was resident complaints about consistency With food delivery and quality at Savor. There are complaints from both sides about one meal being too cold, or one is too hot. One came up that had to do with the Sports Bar and meal timing, how someone's meal may come to the table before everyone else's. They are working on this to see how to better manage.
- For the redesign of the Lodge, we are waiting to get a chance to look at drawings and such to give feedback.

Home and Ground Committee- Gene Bierbaum

Gene gave the following report:

- A synopsis was provided of Centrix issues.
- I have a question to pose to Alvin, as I watch our committee and how we are doing our work, I see many residents descending on Alvin and not talking to the committee. They ignore the chairperson, and it is one on one with complaints. I want to know honestly how you would feel if you were not at the meetings? The committee could go over all individual complaints and then follow up with you privately.
 - Alvin's response: I think that is the direction we will be going. This was the point of the advocates using the app, because it can turn into a complaint session. The focus comes to me and things come to me directly at the meetings instead of the committee; even things that have been handled. This would be fine with me.

Recorder Comment: This is going to be discussed at the next Home and Grounds Committee for final decision on Alvin's attendance.

Hospitality Committee – Jean Puckett

Jean gave the following report:

- Six new residents were visited in May, four in the Oaks and two at Lakeside. There are seven to visit in June, four on the Oaks and three on Lakeside. The committee is doing well.

Library Committee – Jack Crawford

Jack gave the following report:

- 10 new books were purchased, three of which were large print. They are very popular. The reason we do not purchase more large print is because of the pricing. The standard price for a regular print book is about \$20 through amazon, and large print are generally about \$30. We cannot afford to buy many large print books. We accept a lot through donations and are trying to add to the collection. 17 other books were accepted through donation and put into circulation.

Marketing Committee – Robert Bosnak

Robert gave the following report:

- Five units are available at the Oaks, three are reserved, there is a garden home and two lake houses available.

Spiritual Advisory Committee – Betty Ann Huntsman

Betty Ann gave the following report:

- Dr. Brooks begins his world religions course beginning tomorrow at 3:30pm. A gift of \$3,000 will be presented to St. Luke's dental and medical clinic on June 23rd.
- There was a guest, Charlene, who is the principal of Gateway Christian School. She gave a presentation on how they are trying to build a playground for the students, and to ask for donations to the project. We decided as a committee to donate \$5,000 to this project.
- Going forward the Memorial Day Service will take place inside due to hot weather.

Sunshine Committee – Barbara Cogley

Barbara gave the following report:

- In May we sent 8 get-well cards and four sympathies.

Wellness Committee – Chuck Sundquist

Chuck gave the following report:

- Michell said the senior health and fitness day was very successful. She also discussed a shift in the wellness program and wanted Waterman to join the International Council of Active Aging, which is built on seven dimensions of wellness.

District Reports

D1 – No report

D2 – No report

D3 – No report

D4 – No report

D5 – No report

D6 – Our district luncheon is this month and Alvin is our guest.

D7 – Move ins are coming to Waterford, which is really good, as far as I know there are no move outs which is even better.

D8 – No report

D9 – Absent

D10 – No report

D11 – No report

D12 – Absent

D13 – There is a large contingency of people who use the pool or sit in the area. The condition of the whole area is not good and is never cleaned. Is there any kind of schedule for cleaning around the pool? This is a season of bugs, and it needs to be cleaned more often.

Alvin's response: Last week we went out there and started blowing the dead bugs away, and they have been wiping off the chairs. We have visited pressure washing the entire Lakeside, and the cost of this is about \$60,000. It was discussed that we should wait as we are in hurricane season. We may as well do it only once. We have been testing chemicals to try to keep the bugs off. I must find something we can spray to stop them from congregating. I will see if we can get something together for regular sprayings.

OLD BUSINESS

Hosting a murder mystery event activity on campus:

- Sherry Anderson gave the following statement on behalf of the Activities Committee:
 - If you have ever been in sales, marketing or politics, you know how important presentation is to perception. It was a positive feeling unanimously in our committee and the three members of the Activities department. This was talked about at length at the meeting. Sue is going back to get more information on different ways it can be presented. The concern is it may be considered inappropriate considering the murder that happened on campus. I personally spoke to 22 residents, and they were all in favor of the activity taking place. This type of event is fun, silly, relaxing and enjoyable, and it really comes down to perception. The number attending this activity would be around 70, and those that are not interested, would simply not have to join the activity.
- Gene Bierbaum replied with the following:
 - I have been to several dinner theaters, and most were well done. We attended one in Lake Mary, and it was the worst performance I have ever seen with poor acting. The questions from the audience got out of control. We left during intermission. I would not recommend it because of the quality of the show, regardless of its appropriateness.
- Robert Bosnak replied with the following:

- I talked to the Marketing Committee, and there were groans when this was brought up. So, I posed the question “is it too soon?” It was about 60/40, 60 being in favor of the activity. It turned out that those who knew the couple well, were the ones that thought it was too soon. They said maybe in the fall or winter so there is more time until the event.
- Barbara Cogley replied with the following:
 - I spoke to the Sunshine Committee, and they were in favor. My neighborhood was 50/50 depending on whether the resident knew the couple personally. You are going to have some people for it and some against it.

Recorder comment: Jim Peltzer made a motion to vote “yes” for the activity to take place, or “no” for the activity to not take place. There was one vote for “no”, all other members voted “yes”. The activity will take place when the Activities Department and Activities Committee decide.

NEW BUSINESS

Visitor Badges: Robert Bosnak suggested the following: People thought the bright visitor badges were brilliant. It is a suggestion that they have a green badge even with just the date on it, so it is identifiable. A lot of times you see people and don't know who they are. We are a vulnerable place.

ADJOURNMENT

The meeting adjourned at 11:20 am.

The next meeting of the Resident Council will be held Monday, July 15th, at 10:00 a.m. in the Osborne Center.

Respectfully submitted,
Katherine Cortez, Recorder