

**Governor's Gold Seal Award Site Visit  
Mayflower Health Care Center  
1850 Mayflower Court  
Winter Park, FL 32792  
May 3, 2023**

**Report by panel member Judith Plaut, MSW**

The Mayflower Healthcare Center is a 60-bed facility owned by the Mayflower Retirement Center, Inc. that is part of a not-for-profit Continuing Care Retirement Community, and is a Medicare provider. The facility is in the 4<sup>th</sup> upper percentile of skilled nursing facilities regionally for the period of July 1, 2020 through December 31, 2022. The facility is especially commended for receiving a five-star rating overall, and also in each sub-category of the inspection during this period. The facility has a long history of excellence having previously received the Governor's Gold Seal for Excellence in Long Term Care six times since the award first began in 2004.

**Entrance Meeting with Key Staff (number of years with facility) and Tour**

Ben Anderson, Director of Health Services-NHA (3)  
Brian Devine, RN, Director of Nursing (5)  
Erwin Geron, RN, Assistant Director of Nursing (10)  
Kristina Ferry, Health Center Activities Director (11)  
Keith Craft, LPN, Admissions/Hospital Liaison (4)  
Marius Hodge, Certified Dietary Manager, CFPP (1.5)  
Troy Pelaske, SHRM-SCP, Director of Human Resources (2.5)  
Dani Bifulco, BSW, Director of Social Services (2)  
Shalves Anderson, RN, Staff Education Director (1.5)  
Darryl Gonzalez, MA CCC-SLP, Therapy Care Navigator (3)

Mr. Anderson gave a brief history of the Mayflower CCRC and SNF which was founded in 1989 by the First Congregational Church of Winter Park, which also founded Rollins College. The staff were eager to discuss their application and expand on their proactive approaches to providing excellent care during the challenges of the pandemic and having to deal with flooding and damages in their geographic area from powerful Hurricane Ian in the last quarter. This led to an early move into their beautiful new free-standing state-of-art health center, which they had designed to provide a more home-like setting, with attention to details to promote resident independence, dignity, safety and a sense of well-being. Two examples of their quick teamwork and ability to

successfully rise to unexpected events are when the state surprise inspection surveyors for their last rating arrived on a day when the NHA was out with illness and the DON was away on vacation. The ADON took charge and professionally led the staff through the survey process which received five stars on both the Floridahealthfinder.gov and the CMS Medicare compare rating measures. When their former SNF facility building received damage from Hurricane Ian and had to operate on emergency power, the new building was 98% complete. The facility requested an exception from AHCA to move into the new building early. When the state gave approval at 2:00 AM on a Sunday morning on 10/22, the team immediately executed their emergency triage plan by cell phone texts to get an “all hands on deck approach” to safely move all the residents into their new neighborhoods with their belongings, and set up operations by 10:00 AM that same morning—quite a feat!

The HR Director reported that the Mayflower recognizes that its dedicated employees are its greatest asset. Many ways are used to recruit, hire, orient, and retain the best employees to provide outstanding service to residents, their caregivers, and to each other. I was given copies of their comprehensive Welcome Packet for new hires and detailed orientation program which helps new employees learn the history, mission/values, get to know the leaders of the CCRC and SNF, tour the campus, understand a life plan community, the resources available to them and residents, ongoing training plans, benefits and extras available for career growth. Some of those extras are a free meal during each work shift, the Smiling Vibe recognition program, special team spirit events, and a brand new Paylocity Impressions program which allows administrators and staff to give “kudos” and quick thanks to each other for a job well done via their mobile phone. New staff shadow with a peer to initially learn their tasks. A WeCare Connect survey is done 45 days after hire, as are annual surveys to provide feedback to immediate supervisors and department heads to ensure employee satisfaction, keep abreast of any concerns and directly follow up with the employee for resolution and suggestions to improve teamwork and positive work-life balance.

A major change this past year for direct care staff was to go to 12 hour shifts with 3 days on, four days off regular schedules to better compete with area hospitals. While this change led to the loss of some long-term staff who were working two jobs, it has been liked by many and a blessing for consistency of two care teams/day, getting to talk more with residents and caregivers and better understand their life stories and individual preferences. The “fresh eyes” of new employees with wide experiences has also brought in new ideas to try.

The new four-story building with its more “home-like” neighborhoods is a source of pride, joy and satisfaction for both residents and staff. Each resident now has a private room with private bathroom and can personalize their room with items that are compatible with state fire and safety standards for cleanliness and infection control. The first floor has two memory support assisted living neighborhoods, each with its own kitchen which opens up to an enclosed garden with landscaped walking paths and shade sails. Floors 2-4 have similar layouts and are the Allenton Cove SNF neighborhoods. Each has a comfy living room area with a fireplace and large screen TV plus a large open modern country kitchen where residents can watch the chef prepare meals on a huge counter, which has removable magnetic induction cooking elements. The counter stays cool to touch, and can be used for other activities. The aromas of food cooking help to stimulate appetites, as well as allow for food to be immediately plated and at the appropriate temperature for quick service like in a restaurant or at home. An adjacent counter has beverages and a snack refrigerator which residents can use independently or request staff assistance. There are more menu choices and the computerized system lets staff know any dietary special needs for each resident. A large sunroom with cushioned storage benches is open to the dining area. It can be used for relaxation, or for small or large group activities and special events. The large windows in all rooms let in lots of natural light and give a spacious feeling. The soft paint colors and attractive art on the walls provide serenity. Wood grain vinyl plank flooring used throughout the neighborhoods is easy for anyone using a mobility device. An inviting staff office area is like a den near the living room and conducive to staff/resident interaction. Hidden behind the country kitchen is an additional SS prep area with large refrigerator/coolers, storage and clean-up space which opens up to a back hall with a service elevator and more storage for supplies and mechanicals.

Long term care residents live in the third and fourth floor neighborhoods. The second-floor neighborhood has bedrooms for shorter stay residents and the dining area is slightly different with some dining/activity counters for two with decorative lattice, in addition to tables for four. It also has a large outdoor porch overlooking the garden. The rehabilitation gym is on this floor with various state-of-art therapeutic exercise equipment, and adjoins another room for OTR adaptive training to return to one’s home area, plus a very large interactive iN2L activity screen. There is also a small office area for staff. Twenty-four of the current fifty-seven residents are in the SNF for Medicare Part A rehabilitation. The majority of the residents have lived within 8 miles of the center, and about 30% of the current residents plan to return to homes in the greater Winter Park area.

Residents may attend activities on any of the floors. Residents receive a monthly calendar of activities and newsletter, as well as a larger font weekly calendar plus flyers for special events and support groups. Biweekly stroll groups encourage residents to go outside for nature walks. There are also smaller iN2L mobile units which may be taken to individual rooms or floors for activity enrichment.

## **Community/Family Involvement**

For many years the facility has been a training site for the Florida Hospital Family Practice Clinic and Residency Program who provide on-site licensed physician care in person or by phone under the direction of the resident's attending physician and the Mayflower Medical Director, which is a win-win for residents and the physicians who learn the needs of nursing home residents. One Geriatric fellowship physician provides both clinical care and research that can lead to Board Certification in Geriatrics. Advanced Florida State University medical students join the monthly Residency rotation cycle to learn about nursing home care. Nursing students from the University of Central Florida and Seminole State Nursing Programs get clinical training at the SNF. University of Central Florida social work interns may also do their placement there.

The Mayflower Clinical Liaison works with Case Management Services and Medical Teams to provide smooth discharges or admissions from/to community hospitals and serves as an intermediary for the patient and family to provide continuity of care. He and the Admission Director shared their well-done brief and comprehensive Welcome Packets for the SNF used to prepare patients and their caregivers with FAQs and contact names and roles, which can lessen the anxiety of transfer from the hospital or community.

During the pandemic when family and volunteer visits were limited, the Activities Director assisted volunteers in use of computer resources to continue to maintain enrichment activities with an intergenerational Harmony 123 group to perform for monthly birthday parties. Staff also won a grant from Leading Age to provide the iN2L program to residents. Staff utilized a variety of communication techniques with computers, cards, etc. to keep residents connected to their families and interest groups. With the lessening of the pandemic and move to the new building, an additional concierge golf cart pickup service was developed to bring spouses and caregivers back and forth from IL to the SNF for visits.

Families are encouraged to attend monthly Resident Council Meetings. The NHA or other staff provide updates on what is happening, any future plans and encourage questions or voicing any concerns in an open forum.

The social worker shared the team's concern for the over-all well-being of residents. The animatronic companion dogs obtained with the Partnership of the Department of Elder Affairs during the pandemic have especially been helpful to residents with dementia. She also shared a beautiful book on the grieving process, which is given as a sympathy gift to the caregiver of any resident who dies at the Mayflower.

### **Targeted In-Services**

Information from resident or staff concerns, incidents, grievances, and daily stand-up meeting concerns which cannot be quickly resolved, plus information from the various surveys can be referred to monthly QAPI meetings for Plan-Do-Study-Act and development of additional in-services. Also new equipment or outside providers like Hospice may also provide in-services to build staff skills. The Rehab Department conducts periodic Competency Assessment Checks. The Staff Development Coordinator oversees the education, skill and competency development of nursing staff.

### **Best Practices**

The discussions with staff validated the numerous best practices mentioned in their application.

The new building with its state-of-the-art design and innovative new equipment and the attention to details have greatly enhanced the quality of daily care to residents and provide a superior work environment for staff.

The enhanced dining program with a country kitchen on each floor, more menu options, opportunity to watch the chef prepare meals and savor the cooking aromas and get immediately plated food at correct temperatures have added much pleasure to the dining experiences.

The numerous activity programs to combat social isolation and utilization of new technology like iN2L encourage socialization, but also allow for individualization, which can especially be important for enriching the lives of residents who cannot easily leave their rooms.

The state-of-art rehabilitation center with its new therapeutic equipment and well-trained staff with areas of expertise are a boon to both CCRC residents and the broader community.

The multiple health science training programs not only benefit the residents, but are so important in helping to prepare more health professionals to understand the needs and complexities of caring for our growing and longer living geriatric population.

The Administrative and Nursing Clinical initiatives with superior direct care staffing, numerous on-site clinical services, leadership to provide high standards for clinical care, and continuous training to maintain and develop new skills are exemplary.

## **Interviews**

I met with a new CNA who was hired less than six months ago. She stated that it was the high community reputation for Mayflower that initially drew her to the facility. She reported that the new hire orientation process was the most thorough that she had ever experienced, and enthusiastically stated that she loves her job!!!

I met with a short-term rehabilitation resident who had been devastated by the hurricane, had surgery, and was very confused when first admitted. She had to learn to walk again. She reported that her care has been excellent, and the food was very good. She will soon be going to a new home with her children. If she ever needed to go to a nursing home in the future, she would come to Mayflower.

I had a more extensive interview with the Resident Council President who had come to the Mayflower Health Center several years ago from another facility after receiving advice from friends who lived in an IL villa. She liked living in the former Mayflower Health Center and especially enjoyed its screen porch, but she did live in a shared room. She verified that the food is great. She has been delighted to now have her own room, which she has personalized. She keeps busy with various activities and especially enjoys the outside strolls with staff. She feels very well cared for and staff are responsive to her needs. She has been so happy with her OTR's therapy on her hand which has helped her regain function to be able to play the piano again. She has recently begun to teach piano basics to one of her staff caregivers who took an interest in her playing. She commented that "it takes a lot of teamwork" to run the place. She summed up her recommendation by forcefully stating that "No place outshines the Mayflower!!"

It was truly a joy and inspiration to meet with this friendly and dedicated staff who are continually looking for ways to enhance the high-quality care they give in this outstanding facility with its beautiful new innovative building.

I am pleased to recommend the Mayflower Healthcare Center for the Gold Seal to the Governor.