

Gold Seal Staff Analysis for Vicar's Landing Nursing Home

Background Info

NH Name	Vicar's Landing Nursing Home	Nominator Name	Jennifer Grenadier
NH Addr	1003 York Road	Nominator Addr	
NH City	Ponte Vedra Beach	Nominator City	
NH Zip	32082-	Nominator Zip	
NH Voice	(904) 285-1055	Nominator Voice	
NH Fax		Nominator Fax	
NH eM		Nominator eM	
NH Web	www.vicarslanding.com	Nominator Web	
NH AO	4		
PermID			
Application Received	2023-09-14	Nomination Received	2023-09-14

Staff Review

	Date Completed	Pass	Comment
Record Review	2023-10-10 by JMW	<input checked="" type="checkbox"/>	The facility is owned by Life Care Ponte Vedra, Inc. This is a 60 bed facility that is also part of a Continuing Care Retirement Center (CCRC) and a Medicare provider. According to the Nursing Home Guide, this is a 5 star facility.
Quality of Care Review	2023-09-14 by JMW	<input checked="" type="checkbox"/>	The facility is in the upper 2nd percentile of skilled nursing facilities regional covering the period January 1, 2021 through June 30, 2023. This facility meets the requirements of 59A-4.200, F.A.C.
Conditional Review	2023-09-14 by JMW	<input checked="" type="checkbox"/>	The facility has not received either a Class I or Class II deficiency nor a Conditional license over the past 30 months.
Financial Review	2023-10-11 by JMW	<input checked="" type="checkbox"/>	The applicant meets the financial requirements of Section 400.235, Florida Statutes and Rule 59A-4.200(5), Florida Administrative Code.
Staffing Review	2023-09-29 by JMW	<input checked="" type="checkbox"/>	According to the facility's staffing reports, the facility meets both the stability rate and the turnover rate. Therefore, the facility meets the requirements of 59A-4.200, F.A.C.
Ombudsman Review	2023-10-04 by JMW	<input checked="" type="checkbox"/>	Based on a review of the facility's complaint history, the facility did not have any Long Term Care Ombudsman Program-verified complaints that resulted in citations by the Agency for Health Care Administration. Therefore, the applicant meets the requirement of Section 400.235(5)(f), Florida Statutes.
Preliminary Report		<input type="checkbox"/>	
Facility Presentation to Panel		<input type="checkbox"/>	



Application for Nursing Home Gold Seal Award



Refer to sections 400.235, Florida Statutes and 59A-4.200, Florida Administrative Code for regulations. Attach additional pages as necessary to respond to information requested.

Note: There is a 50 page maximum limit on supplemental information included with this application for review.

*Please do not include resident privileged and confidential and/or protected health information (PHI) which may be subject to protection under the law, including the Health Insurance Portability and Accountability Act of 1996, (HIPAA).

Please send letter of recommendation, attachments and completed application to:

Agency for Health Care Administration
Long-Term Care Unit
2727 Mahan Drive, MS 33
Tallahassee Florida 32308
Phone: (850) 412-4303 Fax: (850) 410-1512



A. Nursing Home Information

Facility Name: Vicar's Landing Nursing Home

Address: 1003 York Road City: Ponte Vedra Beach Zip Code: 32082

Telephone: 904-285-1055 Web Site: www.vicarslanding.com

Facility Licensee Name: Life Care Ponte Vedra, Inc.

Facility Contact Person for Gold Seal Information

Name: Elizabeth Sholar Title: Director of Health Services

Telephone: 904-285-1055, extension 3060 E-mail: esholar@vicarslanding.com

B. Recommending Person or Organization - Section 400.235(6), Florida Statutes

Name: Jennifer Grenadier - see attached letter of recommendation

Profession/Type of Organization: Family member of a resident residing in Vicar's Landing (see attached)

C. Financial Soundness and Stability - Section 400.235(5)(b), Florida Statutes and Rule 59A-4.200(5), F.A.C.
Attach evidence of financial soundness and stability in accordance with the protocol contained in agency rule 59A-4.200(5), F.A.C.

D. Regulatory History will be verified- Section 400.235(7), F.S.

Has the facility been licensed and operating for the past 30 months? Yes No

Date the current licensee became licensed to operate this facility. Current license effective 12/1/1990

E. Consumer Satisfaction - Section 400.235 (5)(c), Florida Statutes and Rule 59A-4.200(2)(a)4.a., F.A.C.

Attach evidence, within the 30 months preceding this application, demonstrating consumer satisfaction in your facility and demonstrate that information is elicited from residents, family members, and guidance in accordance with this section of the Florida Statutes.

F. Community / Family Involvement - Section 400.235(5)(d), F.S. and Rule 59A-4.200(2)(a)4.b., F.A.C.
Describe or attach evidence of the regular involvement of families and members of the community in the facility for the period of 30 months preceding this application.

See Attached Narrative

CORRECTED COPY

G. Stable Workforce - Section 400.235(5)(e), Florida Statutes and Rule 59A-4.200(6), F.A.C.

Provide information demonstrating the facility's effort to maintain a stable workforce and to reduce turnover of licensed nurses and certified nursing assistants.

Attach evidence of meeting at least one of the following:

A turnover rate no greater than 50 percent for the most recent 12 month period ending on the last workday of the most recent calendar quarter prior to submission of an application (turnover rate will be computed in accordance with Rule 59A-4.200(6)(a)1., F.A.C.); or

A stability rate to include that at least 50 percent of its staff have been employed at the facility for at least one year (stability rate will be computed in accordance with Rule 59A-4.200(6)(a)2., F.A.C.).

H. Target In-service - Section 400.235 (5)(g), Florida Statutes and Rule 59A-4.200(2)(a)4.c., F.A.C.

Describe or attach information demonstrating how in-service training meets the training needs identified by internal or external quality assurance efforts for the period of 30 months preceding this application.

See Attached Narrative

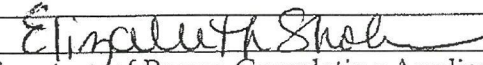
I. Best Practices

Describe the facility's best practices and the resulting positive resident outcomes.

See Attached Narrative

J. Presentation to the Governor's Panel on Excellence in Long-Term Care

Our facility would like an opportunity to make a presentation to the Governor's Panel on Excellence in Long-Term Care.

	10/3/2023
Signature of Person Completing Application	Date

Elizabeth Sholar	10/3/2023
Printed Name	Date



Application for Nursing Home Gold Seal Award



Refer to sections 400.235, Florida Statutes and 59A-4.200, Florida Administrative Code for regulations. Attach additional pages as necessary to respond to information requested.

Note: There is a 50 page maximum limit on supplemental information included with this application for review.

*Please do not include resident privileged and confidential and/or protected health information (PHI) which may be subject to protection under the law, including the Health Insurance Portability and Accountability Act of 1996, (HIPAA).

Please send letter of recommendation, attachments and completed application to:

Agency for Health Care Administration
Long-Term Care Unit
2727 Mahan Drive, MS 33
Tallahassee Florida 32308
Phone: (850) 412-4303 Fax: (850) 410-1512

A. Nursing Home Information

Facility Name: Vicar's Landing Nursing Home		
Address: 1003 York Road	City: Ponte Vedra Beach	Zip Code:32083
Telephone: 904-285-1055	Web Site: www.vicarslanding.com	
Facility Licensee Name: Vicar's Landing Nursing Home		

Facility Contact Person for Gold Seal Information

Name: Elizabeth Sholar	Title: Director of Health Services
Telephone: 904-285-1055, extension 3060	E-mail: esholar@vicarslanding.com

B. Recommending Person or Organization - Section 400.235(6), Florida Statutes

Name: Recommendation Letters attached
Profession/Type of Organization: Skilled Nursing Facility

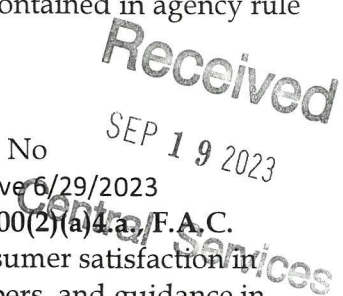
C. Financial Soundness and Stability - Section 400.235(5)(b), Florida Statutes and Rule 59A-4.200(5), F.A.C.
Attach evidence of financial soundness and stability in accordance with the protocol contained in agency rule 59A-4.200(5), F.A.C.

D. Regulatory History will be verified- Section 400.235(7), F.S.

Has the facility been licensed and operating for the past 30 months? Yes No
Date the current licensee became licensed to operate this facility. Current license effective 6/29/2023

E. Consumer Satisfaction - Section 400.235 (5)(c), Florida Statutes and Rule 59A-4.200(2)(a)4.a., F.A.C.

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F. Community / Family Involvement - Section 400.235(5)(d), F.S. and Rule 59A-4.200(2)(a)4.b., F.A.C.
Describe or attach evidence of the regular involvement of families and members of the community in the facility for the period of 30 months preceding this application.

See Attached Narrative

G. Stable Workforce - Section 400.235(5)(e), Florida Statutes and Rule 59A-4.200(6), F.A.C.

Provide information demonstrating the facility's effort to maintain a stable workforce and to reduce turnover of licensed nurses and certified nursing assistants.

Attach evidence of meeting at least one of the following:

A turnover rate no greater than 50 percent for the most recent 12 month period ending on the last workday of the most recent calendar quarter prior to submission of an application (turnover rate will be computed in accordance with Rule 59A-4.200(6)(a)1., F.A.C.); or

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Describe or attach information demonstrating how in-service training meets the training needs identified by internal or external quality assurance efforts for the period of 30 months preceding this application.

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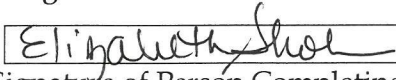
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	9/13/2023
Signature of Person Completing Application	Date

Elizabeth Sholar	9/13/2023
Printed Name	Date

Received
SEP 19 2023
Central Services



September 12, 2023

The Gold Seal Award Panel on Excellence
Agency for Health Care Administration
Long Term Care Unit
2727 Mahan Drive, MS 33
Tallahassee, Florida 32308

Dear Sir/Madam:

Vicar's Landing Health Center is honored to meet the qualifications to apply for the highly honorable Gold Seal Award, a recognition of excellence in caring for the residents of our long-term care facilities.

Vicar's Landing Health Center trusts that our organization, is an excellent applicant for this extremely esteemed award. We are a person-centered organization, caring for those residing in our health center with the utmost dignity and respect. Our programming intentionally focuses on the entire resident, their physical, emotional, spiritual, and social needs. Our team members view this work as an honorable passion.

Please find our attached application and supporting documents. We look forward to the opportunity to present our community to the Gold Seal Award Panel on Excellence.

Sincerely,

A handwritten signature in cursive script that reads "Elizabeth Sholar".

Elizabeth Sholar, NHA

Director of Health Services

Received

SEP 19 2023

Central Services

A. Nursing Home Application: See Application for Award.

B. Recommending Person or Organization: Addendum A – please see letters of recommendation from the following individuals.

Sharon Henderson
Board Member
Vicar's Landing

██████████
Family Member

██████████
Family Member

Dr. Dalia Elramady
Medical Director

Received
SEP 19 2023
1 | Page
Central Services

September 11, 2023

Agency for Health Care Administration

Governor's Gold Seal Award

Dear Gold Seal Panel Members;

My mother [REDACTED] is a long-term resident at Vicar's Landing Windsor Health Care. Prior to our admission to this community, we spent time in 3 other skilled nursing facilities. I cannot express the difference in the care and attention that my mother receives at Vicar's versus the facilities that she spent time in before.

The staff are highly engaged, they all know my mother's penchant for wearing wigs, the name of her robotic dog and how she likes to spend time with him. They are warm and gregarious in their care for her and she loves them all. More importantly SHE is happy here and that makes all the difference for us as a family. We live near the community and are able to spend a great deal of time visiting her, I am one of three siblings and thankfully my father lives very close as well. One of us is present each day and have the ability to observe the excellent care she receives from the staff.

We are thankful for the opportunity to have her at Vicar's Landing and wholeheartedly support this community as a recipient of the Governor's Gold Seal Award.

Thank you for your consideration.

Sincerely,

[REDACTED]

Received
SEP 19 2023
Central Services

AC# 11867386

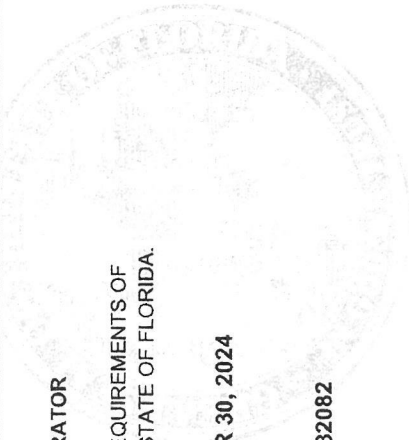
STATE OF FLORIDA
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
06/29/2023	NH 4943	23375

THE NURSING HOME ADMINISTRATOR

NAMED BELOW HAS MET ALL REQUIREMENTS OF
THE LAWS AND RULES OF THE STATE OF FLORIDA.

Expiration Date: **SEPTEMBER 30, 2024**
ELIZABETH AVERY SHOLAR
1003 YORK ROAD
PONTE VEDRA BEACH, FL - 32082



Ron DeSantis

Ron DeSantis
GOVERNOR

Joseph A. Ladapo

Joseph A. Ladapo, MD, PhD
State Surgeon General

DISPLAY IF REQUIRED BY LAW

Received
SEP 19 2023
Central Services

View current license information at: Floridahealthfinder.gov

LICENSE #: 1574095
CERTIFICATE #: 26356

State of Florida
AGENCY FOR HEALTH CARE ADMINISTRATION
DIVISION OF HEALTH QUALITY ASSURANCE

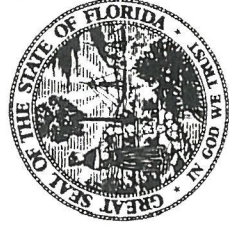
NURSING HOME
LICENSED

This is to confirm that LIFE CARE PONTE VEDRA, INC. has complied with the rules and regulations adopted by the State of Florida, Agency for Health Care Administration, authorized in Chapter 400, Part II, Florida Statutes, and is authorized to operate the following:

VICAR'S LANDING NURSING HOME

1003 York Road
Ponte Vedra Beach, FL 32082

Total: 60 Beds



Simone Marsteller

Simone Marsteller, Secretary
Agency for Health Care Administration

RENEWAL
SEP 19 2023
EFFECTIVE DATE: 03/01/2022
EXPIRATION DATE: 02/29/2024
Received

Central Services

Nursing Home Guide Inspection Ratings
Selected Facility: VICAR'S LANDING NURSING HOME
Rating Time Period: January 2021 - June 2023
Last Updated: August 2023

Facility / City	Region	Inspection			Inspection Components						
		Overall Inspection	Quality of Care	Quality of Life	Administration	Nutrition & Hydration	Restraints & Abuse	Pressure Ulcers	Decline	Dignity	
VICAR'S LANDING NURSING HOME PONTE VEDRA BEACH	Region 4 Jacksonville	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

DATE: October 4, 2023
TO: Brian O. Smith, Long Term Care Services Unit Manager
FROM: Michelle Hart, Complaint and Incident Management Unit Manager
SUBJECT: Gold Seal Complaint Review – March 15, 2021 through September 15, 2023

VICAR'S LANDING NURSING HOME

Based on a review of the facility's complaint history, the above listed facility did not have any Long Term Care Ombudsman Program-verified complaints that resulted in citations by the Agency for Health Care Administration.

The applicant meets the requirement of Section 400.235(5)(f), Florida Statutes.





RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: October 11, 2023
TO: Jacqueline Williams
FROM: Mills Smith
CC: Bernard Hudson
SUBJECT: Gold Seal Financial Review: Approval
Licensee: Vicar's Landing
Facility: Vicar's Landing

Conclusion: The applicant meets the financial requirements of Section 400.235, Florida Statutes and Rule 59A-4.200, Florida Administrative Code.

Analysis: I have reviewed the financial requirements of the Gold Seal application for the license holder in accordance with Rule 59A-4.200, Florida Administrative Code.

Rule 59A-4.200, Florida Administrative Code, specifies that each licensee must meet at least two of the three financial soundness and stability thresholds for at least two of three years of the statements, to include the most recently submitted. Otherwise, its facility cannot be recommended for the Gold Seal Award except as described in Rule 59A-4.200, Florida Administrative Code. The financial stability thresholds are as follows:

- A positive current ratio of at least 1.0
- A positive tangible net worth
- A times interest earned ratio of at least 1.15

Based on the review conducted, I believe the applicant meets the financial requirements of Section 400.235, Florida Statutes and Rule 59A-4.200, Florida Administrative Code.





RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: September 25, 2023
TO: Jacqueline Williams
FROM: Derron Hillman
CC: Mills Smith, Bernard Hudson
SUBJECT: Gold Seal Financial Review: Omissions
Licensee: Vicar's Landing
Facility: Vicar's Landing

I have conducted the initial review of the Gold Seal application and found deficiencies. The discussion below will explain these problems and provide text for your omissions letter. If you have any questions regarding these omissions requests, please contact Derron Hillman at 850-412-4351.

Omissions: Section 440.253(5)(b), Florida Statutes outlines requirements to be met in order to exempt a nursing home that is part of a continuous care retirement community ("CCRC"). To be exempt from financial review, please provide the following documentation:

- Letter from Office of Insurance Regulation that the CCRC is meeting minimum liquid reserve requirements.
- Accreditation from a recognized accrediting organization.

If the above documentation cannot be provided in a timely manner, then please provide the following documentation for a financial soundness and stability review:

- Audited financial statements for the previous three fiscal years, being no less than 30 months.



STAFFING REPORT FOR Vicar's Landing Nursing Home

SNF LICENSE # 1574095

Year	Quarter	Employed CNAs	Employed Licensed Nurses	CNAs Employed for 1 Year	Licensed Nurses Employed for 1 Year	CNAs Resigned or Terminated	Licensed Nurses Resigned or Terminated
2021	1 st (January 1, 2021 – March 31, 2021)	37	25	29	14	3	2
2021	2 nd (April 1, 2021 – June 30, 2021)	38	22	30	13	2	0
2021	3 rd (July 1, 2021 – September 30, 2021)	34	22	26	16	5	4
2021	4 th (October 1, 2021 – December 31, 2021)	36	25	25	17	0	2
2022	1 st (January 1, 2022 – March 31, 2022)	40	25	25	15	4	3
2022	2 nd (April 1, 2022 – June 30, 2022)	38	25	23	16	4	2
2022	3 rd (July 1, 2022 – September 30, 2022)	39	25	24	15	4	1
2022	4 th (October 1, 2022 – December 31, 2022)	39	26	27	17	4	2
2023	1 st (January 1, 2023 – March 31, 2023)	43	23	29	19	3	1
2023	2 nd (April 1, 2023 – June 30, 2023)	42	23	29	20	2	0

Stable Workforce Review: Section 400.235(5)(e), F.S. and 59A-4.200 (6), Florida Administrative Code

6(a) An applicant for Gold Seal Award must meet at least one of the following to demonstrate a stable workforce:

1. Have a turnover rate no greater than 50 percent for the most recent 12 month period ending on the last workday of the most recent calendar quarter prior to submission of an application. The turnover rate is the total number of terminations or resignations of certified nursing assistants (CNAs) and licensed nurses during the quarter divided by the number of CNAs and licensed nurses employed at the end of the quarter, or
2. Have a stability rate indicating that at least 50 percent of its staff have been employed at the facility for at least one year. The stability rate is the total number of CNAs and licensed nurses that have been employed for more than 12 months, divided by the total number of CNAs and licensed nurses employed at the end of the quarter.

(Please also note pursuant to 59A-4.200, F.A.C., each applicant for Gold Seal Award must submit evidence of an effective recruitment and retention program.)

Vicar's Landing Nursing Home

STAFFING REPORT FOR

(AGENCY USE ONLY)

Turnover Rate

1st Quarter (2021): 8.06%
2nd Quarter (2021): 3.33%
3rd Quarter (2021): 16.07%
4th Quarter (2021): 3.27%
1st Quarter (2022): 10.76%
2nd Quarter (2022): 9.52%
3rd Quarter (2022): 7.81%
4th Quarter (2022): 9.23%
1st Quarter (2023): 6.06%
2nd Quarter (2023): 3.07%

Met

Stability Rate

1st Quarter (2021): 69.35%
2nd Quarter (2021): 71.66%
3rd Quarter (2021): 75%
4th Quarter (2021): 68.85%
1st Quarter (2022): 61.53%
2nd Quarter (2022): 61.90%
3rd Quarter (2022): 60.93%
4th Quarter (2022): 67.69%
1st Quarter (2023): 72.72%
2nd Quarter (2023): 75.38%

Met



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

September 25, 2023

Via email: esholar@vicarslanding.com

Ms. Elizabeth Sholar
Administrator
Vicar's Landing Nursing Home
1003 York Road
Ponte Vedra Beach, FL 32082

File Number: 45507
License Number: 1574095
Provider Type: Nursing Home

RE: Omission Notice for Nursing Home Gold Seal Award Application

Dear Ms. Sholar:

This letter is to acknowledge receipt of your application for the Gold Seal license. After review, it was found to be incomplete. Applicants receive only **one** letter describing the errors or omissions that must be addressed to deem the application complete.

✓ **Section A. – Nursing Home Information**

The Facility's Licensee Name indicated on the Gold Seal application is not the licensee on record with the Agency. Please revise accordingly.

✓ **Section B. - Recommending Person or Organization/Recommendation Letter**

According to section 400.235, F.S., *the agency, nursing facility industry organizations, consumers, State Long-Term Care Ombudsman Program, and members of the community may recommend to the Governor facilities that meet the established criteria for consideration for and award of the Gold Seal.* Your application does provide the name of the recommending person or organization. Please revise this section of the application page accordingly.

Section C. - Financial Soundness and Stability

In your application, you provide a summary of the facility's financials. Section 440.253(5)(b), Florida Statutes, outlines requirements to be met in order to exempt a nursing home that is part of a continuous care retirement community ("CCRC"). To be exempt from financial review, please provide the following documentation:

- Letter from Office of Insurance Regulation that the CCRC is meeting minimum liquid reserve requirements.
- Accreditation from a recognized accrediting organization.

If the above documentation cannot be provided in a timely manner, then please provide the following documentation for a financial soundness and stability review:

- Audited financial statements for the previous three fiscal years, being no less than 30 months.

If you have any questions regarding these financial omissions' requests, please contact Derron Hillman at (850) 412-4351.



Ms. Elizabeth Sholar
September 25, 2023
Page 2

✓ **Section D. Regulatory History**

Please review section D of the application indicating the date the current licensee was licensed to operate this facility. The date indicated does not reflect the date the Agency has on file.

✓ **Section E. - Consumer Satisfaction**

Please forward evidence, within the 30 months preceding your application, demonstrating consumer satisfaction in your facility and demonstrate how that information is elicited from residents and family members. Please attach copies of your survey form/questions and your survey findings for the prior 30 months.

✓ **Section F. – Community/Family Involvement**

Please provide evidence of the regular involvement of families and members of the community in the facility, within the 30 months preceding your application.

Section G. - Stable Workforce

An applicant for the Gold Seal award must meet the turnover rate or stability rate pursuant to Section 400.235, F.S. and Rule 59A-4.200, Florida Administrative Code. In order to evaluate these criteria, please provide staffing to resident ratios, staff turnover, and staff stability for the last ten quarters (30 months) on the attached staffing document. Please provide numbers and not percentages in the top portion of the form. The computations will be completed by Agency staff.

Please forward all responses via email no later than October 3, 2023. If you have questions, please contact me via email at Jacqueline.Williams@ahca.myflorida.com or by phone at (850) 412-4437.

Sincerely,

Jacquie Williams

Jacquie Williams
Operations and Management Consultant Manager
Long Term Care Services Unit

Williams, Jacqueline

From: Williams, Jacqueline
Sent: Monday, September 25, 2023 2:17 PM
To: 'esholar@vicarslanding.com'
Subject: Gold Seal Award Application Review -Vicar's Landing Nursing Home - Omit Letter
Attachments: Gold Seal OMIT- Vicar's Landing Nursing Home Sept 2023.pdf; Gold Seal Staffing Form - Sept 2023.pdf

Good Afternoon Ms. Sholar:

In an effort to streamline the Gold Seal Award application process, we are sending your application omissions letter by email. Therefore, if you would forward the requested information as soon as possible, it will give staff ample time to complete the review for your facility.

Attached are the following for your review and completion:

- Application omission letter
- Staffing Form

If you have any questions, please contact me at the telephone number listed below.

Jacque Williams - OPERATIONS & MGMT CONSULTANT MGR
- SES



Bldg 2 Rm C-18 - LONG TERM CARE SERVICES UNIT
2727 MAHAN DR., TALLAHASSEE, FL. 32308
+1 850-412-4437 (Office) - (850)410-1512 (Fax)
Jacqueline.Williams@ahca.myflorida.com



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Williams, Jacqueline

From: Hillman, Derron
Sent: Monday, September 25, 2023 9:25 AM
To: Williams, Jacqueline
Cc: Hillman, Derron
Subject: RE: Gold Seal Award Financial Review - Vicar's Landing
Attachments: Vicars Landing.docx

Jacque,

Attached is the review of Vicar's Landing. If you have any questions call me at 44351.

Derron Hillman
Health Services & Facilities Consultant
Financial Analysis Unit
Agency for Health Care Administration
(850)412-4351
hillmand@ahca.myflorida.com



From: Smith, Mills <Robert.Smith@ahca.myflorida.com>
Sent: Wednesday, September 20, 2023 4:05 PM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Cc: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Subject: FW: Gold Seal Award Financial Review - Vicar's Landing

Derron, I am assigning this one you.

Robert Smith - REGULATORY ANALYST SUPERVISOR - SES



Building 3, Room 3232 - BUREAU OF CENTRAL SERVICES - CO
& FAU
2727 MAHAN DR., TALLAHASSEE, FL. 32308
+1 850-412-4353 (Office) - (Fax)
Robert.Smith@ahca.myflorida.com



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From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Wednesday, September 20, 2023 3:35 PM
To: Smith, Mills <Robert.Smith@ahca.myflorida.com>
Subject: Gold Seal Award Financial Review - Vicar's Landing

Hi Mills,

Please see the attached financials for your review. Thanks!

Jacque Williams - OPERATIONS & MGMT CONSULTANT MGR
- SES



Bldg 2 Rm C-18 - LONG TERM CARE SERVICES UNIT
2727 MAHAN DR., TALLAHASSEE, FL. 32308
+1 850-412-4437 (Office) - (850) 410-1512 (Fax)
Jacqueline.Williams@ahca.myflorida.com



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E. Consumer Satisfaction: Addendum C - Novare Resident Satisfaction Survey 2021, letters of recommendation, and unsolicited notes of appreciation, Housekeeping Satisfaction surveys.

Should a resident who resides in Vicar's Landing Windsor Health Center have a concern, they are provided with a concern form to document their issue, if they require assistance a team member will assist them in completing it. The concern form is provided to the Director of Social Services who works with the corresponding department to resolve the concern. All concerns are documented, investigated, and trended to identify areas for potential improvement. This process is utilized to elicit consumer information regarding satisfaction and assist us in our continual quality improvement processes.

Vicar's Landing partners with Novare and participates in a biannual Resident Satisfaction Survey benchmarking results with other Novare partners. Satisfaction surveys have been conducted in 2019 and 2021 and the results are compiled in Addendum C. 88% of the residents' report feeling very satisfied with their care at Vicar's Landing. The Novare survey is conducted every two years and is utilized as a tool to identify the satisfaction levels of our residents and create action plans to identify areas where we can improve our delivery of care and service. The next survey is scheduled for 2023. In addition to the scoring mechanism, residents provide comments that assist us in recognizing areas of praise and areas of opportunities.

Residents and family members provide unsolicited notes of thanks, these are routinely received recognizing the care provided and shared with team members. Attached in Addendum C.

Care Plan meetings are held quarterly or if there is a change in condition. Family members and the residents are invited and are provided the opportunity to ask questions of the Interdisciplinary Team (IDT) and provide any feedback that is helpful to the team.

Resident Council is held each month, this is facilitated by the Director of Activities. Residents are requested to provide feedback on each service and/or department to identify if services are meeting the resident's needs. There is a process for departments to be notified of concerns and for them to provide their corrective action. It is to be shared at the next scheduled Resident Council meeting.

Vicar's Landing conducts an annual housekeeping survey, it is sent to all residents to gauge their level of satisfaction with the housekeeping services they are provided. This process allows the Director of Housekeeping to stay on top of any issues that may need to be addressed. This provides her with an opportunity to maintain continuous quality improvement.

2021 SN Resident Survey for Vicar's Landing
Comparing Average Scores

Survey Item	2021	2019	Novare
Overall, I am satisfied with Vicar's Landing.	4.35	4.33	4.35
I feel that Vicar's Landing has a high-quality reputation.	4.47	4.67	4.51
I would recommend Vicar's Landing to others as a good place to live.	4.41	4.67	4.39
Administration is responsive to questions and concerns.	4.13	4.10	4.32
Staff is friendly and courteous.	4.50	4.76	4.57
Staff is interested in my overall well-being.	4.31	4.52	4.43
I have opportunities to participate in interesting programs and activities.	3.65	4.15	4.18
Staff supports my ability to function as independently as possible.	4.35	4.48	4.24
I am satisfied with the overall quality of care in Skilled Nursing.	4.29	4.10	4.32
I am informed about changes in my medical condition.	4.12	3.58	4.14
I am confident in the skills of the staff.	4.12	4.00	4.26
Staff is responsive to symptoms, such as pain, shortness of breath, and nausea.	4.35	4.26	4.37
The nursing staff is responsive to my daily care needs.	4.18	4.29	4.35
I am confident in the nursing staff's understanding of my plan of care.	4.25	4.38	4.28
The rehabilitation services provided by Vicar's Landing meet my needs.	3.22	4.07	4.15
Staff is respectful of my privacy.	4.29	4.61	4.40
I am comfortable in my room.	4.47	4.67	4.45
The common areas make it easy to interact with others.	4.08	4.20	4.15
Vicar's Landing is a safe place to live.	4.71	4.76	4.61
I am satisfied with the upkeep and repair to buildings.	4.29	4.29	4.32
I am satisfied with the quality of housekeeping services.	4.18	4.10	4.36
I am satisfied with the quality of laundry services.	4.40	3.95	4.14
The quality of the food meets my expectations.	3.56	4.10	3.75
I am satisfied with the service in the dining venue(s).	4.08	4.33	4.07
I am satisfied with the variety of menu options.	3.65	4.00	3.82
The services at Vicar's Landing are a good value for the fees paid.	3.80	4.00	3.83
Management has been responsive to pandemic-related issues and concerns.	4.47	N/A	4.56
Vicar's Landing has taken appropriate safety precautions in response to COVID-19.	4.47	N/A	4.60
My safety has been a high priority for Vicar's Landing during the pandemic.	4.47	N/A	4.63
Vicar's Landing has clearly communicated guidelines and procedures related to COVID-19.	4.38	N/A	4.52

Received
 SEP 19 2023
 Central Services
 NOVARE

2021 SN Resident Survey for Vicar's Landing
Key Drivers of Resident Satisfaction for Novare

The Key Drivers of Resident Satisfaction for Novare are the items that are most highly correlated with a composite measure of overall satisfaction, perceived value, willingness to recommend, and reputation.

Resident Satisfaction	2021 Average	Novare
Overall, I am satisfied with Vicar's Landing.	4.35	4.35
The services at Vicar's Landing are a good value for the fees paid.	3.80	3.83
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I feel that Vicar's Landing has a high-quality reputation.	4.47	4.51
Resident Satisfaction: <i>Calculated by averaging the four items above</i>	4.26	4.28

Key Drivers of Satisfaction for Novare

- 1 Staff is interested in my overall well-being.
- 2 I am confident in the skills of the staff.
- 3 [Community] is a safe place to live.

Key Drivers of Satisfaction with Quality of Care for Novare

- 1 I am confident in the skills of the staff.
- 2 Staff is interested in my overall well-being.
- 3 Staff is friendly and courteous.

Performance on Key Drivers

Key Drivers	2021 Average	Novare Average
Staff is interested in my overall well-being.	4.31	4.43
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Received
 SEP 19 2023
 NOVARE
 Centre Services

**Vicar's Landing Skilled Nursing
Resident Satisfaction and Engagement Survey - 2021**

Comments

What do you like the most about Vicar's Landing?
Caring & responsive staff
I like being able to create things - do things I love the people here
I like being cared for in my situation. The staff are amazing - very good!
Resident suffers from dementia, otherwise health appears good.
Safety, staff responsiveness to needs.
Some of the staff and the other residents
Staff
The individual care given by each CNA ="takes care of me" I get personal care which I could not manage myself."
The nurses are so kind and willing to help me with my parent. They are very patient. Lacy Langston is wonderful, and always responds to our requests very promptly.
The people

What could be done to improve Vicar's Landing?
Communication from management could be better. They are not often around to talk and answer questions.
I think they are doing everything just fine. "Every year I have been here the rates have gone up. Vicar's have gone up more than Social Security."
Variety of food choices.
More opportunity to get up and move about. More attention to the residents needs. Better surroundings in the common area where visitors met with residents during COVID. AND... better tasting food
Not sure about this but it seems that my mother is unable to make direct phone calls to family, but must go thru front desk
"I can't think of anything." :)
My parent's room is not cleaned well. I have seen roaches and open food containers on the floor. I feel like more could be done to help him with hygiene and grooming. We have noticed his TV not working properly on many occasions. I do like Vicar's, but feel like a bit more individual care/attention is needed.
Nothing!
More menu options

2021 SN Resident Survey for Vicar's Landing
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Key Drivers of Satisfaction for Novare	
1	Staff is interested in my overall well-being.
2	I am confident in the skills of the staff.
3	[Community] is a safe place to live.

Key Drivers of Satisfaction with Quality of Care for Novare	
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Nothing!
More menu options

**Member Satisfaction Survey
Housekeeping Department
Health Center**

Unit Hall/Room number: _____

Please return by October 8,2021

HOUSEKEEPING AREAS	Excellent	Very Good	Satisfactory	Needs Improvement
Bathroom (Sink Toilet, Shower, floors, mirrors etc.)				
Replenish paper supplies, Soap, Empty, clean and reline all waste cans				
Dusting, Windows and blinds				
Dry/wet mop all hard surface floors				
Housekeepers Friendliness				
Laundry service				
Response to special request				
How satisfied are you with the overall cleanliness of your room?				

Housekeeping Survey Results

Donna Pugh, Director of Housekeeping

Surveys were sent out on October 4, 2022:

- 216 surveys were sent out to Independent Living with a 64% (138) return
- 44 surveys were sent to the Health Center members with an 25% (11) return
- 25 surveys were sent to the Stratford Members with an 52% (13) return

The results:

The surveys were rated from very Satisfied, satisfied, and Dissatisfied,

Independent Living

Very Satisfied	88%
Satisfied	12%

Health Center	very satisfied	73%
	Satisfied	27%

The Stratford	Very Satisfied	99%
	Satisfied	1%

I would like to thank everyone who took the time to fill out the surveys.

Your responses are a valuable tool to help us improve our services in the housekeeping department.

Thank you

Housekeeping Survey Results

Donna Pugh, Director of Housekeeping

Surveys were sent out on Sept. 30, 2021:

- 211 surveys were sent out to Independent Living with an 56% (118) return
- 27 surveys were sent to the Health Center members with an 81% (22) return
- 21 surveys were sent to the Stratford Members with an 95% (20) return

The results:

The surveys were rated from Excellent, very good, satisfied, and needs improvement,

Independent Living

Excellent	65%
Very good –	23%
Satisfied	9%
Needs Improvement	3%

Health Center

Excellent	36%
Very Good	50%
Satisfied	14%
Needs Improvement	

The Stratford

Excellent	50%
Very Good	40%
Satisfied	10%

I would like to thank everyone who took the time to fill out the surveys.

Your responses are a valuable tool to help us improve our services in the housekeeping department.

Thank you

September 12, 2023

Re: Governor's Gold Seal Award

Dear Madam or Sir:

It has been an honor to serve on the Board of Directors for 6 years and as the current Board Chair of the Life Care Pastoral Services in Ponte Vedra Florida. Please accept my enthusiastic recommendation for Vicar's Landing to receive the Governor's Gold Seal Award. Vicars Landing has always focused on providing the highest quality of resident-centered care.

Vicar's Landing's skilled nursing demonstrates "excellence in long term care" as your award describes. The senior leadership team, from the CEO to Department Directors have an unflagging commitment to quality in the array of services that support positive health outcomes and comfort our residents and their family members during their time of need. Vicar's Landing is truly a unique environment that supports our most vulnerable and fragile older adults in a compassionate and dignified manner.

Sincerely,



Sharon Henderson

Received
SEP 19 2023
Central Services

[REDACTED]
98 Players Club Villas
Ponte Vedra, Florida 32082

September 3, 2023

Dear Elizabeth,

Thank you for inviting me to express my feelings about the excellent care my husband, [REDACTED] is receiving at the Windsor Heath Center at Vicar's Landing. [REDACTED] has dementia, is wheelchair bound and incontinent. His care is total and comprehensive in its approach. His physical, mental and emotional needs are being addressed.

The staff is attentive, caring and professional. They are consistent in his daily routine. There are specific people assigned to him and they are diligent and take pride in his care. They are receptive and kind to him. His room is clean and organized at all times. There is never any refuse in his room which could cause an odor. If I have any comment to make, they are attentive and respond appropriately. If he has even a slight bruise the nurse calls me immediately.

He has delicious and nutritious meals. The staff feeds him at his pace. It feels like a team effort and is beyond what is expected. I know that I can call you or your team at any time day or night and get a response. Last week you sent me an email at 8pm in a response to a question I had.

The social worker Director stays involved at her level of care. The activities Director knows his capability and rejoices when he throws the ball back. The Dietary person knows his preferences. The open-door policy to management is so appreciated. All of these practices make it our privilege to be included at Vicar's Landing.

As a wife and caregiver, it is comforting to have peace of mind about his care. I have actually gone out of town for the first time in many years knowing that he is being monitored 24/7. I am at ease knowing if there is a problem I would be called immediately.

Saying thank you is not enough but it is heartfelt.

[REDACTED]

Received
SEP 19 2023
Central Services

September 13, 2023

Dear Gold Seal Panel Members,

I am the current Medical Director of Vicar's Landing Windsor Health Center. I would like to recommend Vicar's Landing as a recipient of the Governor's Gold Seal Award.

The caregiving team strives to provide excellent care to those in their care. They are compassionate and selfless in their approach to the residents and they take time out of their day to provide special attention to family members when needed. The quality of care that is provided to the residents is exemplary and the positive resident outcomes are an example of this treatment and attention. The clinical team works as a true unit; bringing well thought out interventions and teamwork together to meet resident goals.

Residents and family members often express their gratitude for the personalized care that they receive from those caring for them.

Please consider my recommendation for Vicar's Landing.

Sincerely,



Dalia Elramady, MD

Medical Director

Received
SEP 19 2023
Central Services

Dear Mr. Jones,

My family and I want to thank
you for your kind note of sympathy
in memory of [REDACTED]

Knowing that [REDACTED] had
received such excellent care at
Vicar's Landing Health Center
has been a great comfort to me.

Most sincerely

[REDACTED]

Received

SEP 19 2023

Central Services

February 8, 2023

To My Dear Angels of
Cambridge Court,

Thank you so much for
all the wonderful care you gave
me during my stay!

I found myself in an
unpleasant situation after a
fall. With a few weeks
of your excellent care, I
get to go home today.

You are all very
special people who have
played a big role in my
recovery.

Thank you so much!
May God Bless you all!

Fondly,


Received

SEP 19 2023

Central Services

Staff ~

Thank you for an
amazing 1st clinical
experience @ Vicar's Landing!
You helped us grow as Student
Nurses.

With thankfulness,
The UNF Nursing Students
and Nursing Faculty

Received

SEP 19 2023

Central Services

much be appreciated all of you.

Please enjoy this small token of thanks. Know it stands for a heartfelt of gratitude.

With affection,



Dear friends at the Health Center,
Your kindness and wonderful care meant the world to [REDACTED] and to me.

Being totally bed-bound was awful for him, but you eased a difficult time with the good-humored and considerate way you tended to him. He called you his angels.

I can't begin to tell you how grateful I am. And [REDACTED] asked me to find some way to let you know how

Received

SEP 19 2023

Central Services

Dear Staff Members,

We thank each and everyone here at Ucar's and with Hospice who helped care for [REDACTED]. We so appreciated the respect and gentle manner you used with him, and also with us, his family. You are outstanding!!

[REDACTED]

Received
SEP 19 2023
Central Services

The Health Center was
so helpful when I was
there. They were always
ready to help you and
very cheap about it.
I would give it a A+
Rating. Thanks so much

Received
SEP 19 2023
Central Services

March 28 2023

Received
19 2023

Central Services

I cannot begin to thank
all of you for the kind, loving
care you gave my husband
from Feb 21 until his death.

March 27

He was always clean, fed
and nurtured with your experienced
attention.

He never needed for anything!

He never needed for anything!

Please know I appreciate

everything you did for him.

Now he is peacefully and

quietly with the Lord.

Thank a host to him when
you get home tonight!

Love,
[Redacted]



29 July 2023

Dear Elizabeth:

██████████ came home from Vicars Rehab yesterday after a little more than four weeks. We both want to take the opportunity to thank you for allowing her to come to Vicars for her rehab and to tell you how much we appreciate the care that she received.

Everyone that we encountered during her stay was helpful, cheerful, and willing to go the extra mile to ensure that ██████████ was given the best possible care.

It is impossible to mention all the people that helped her recovery, but there are some that I would like to single out for special recognition. Her principal therapists were Susan Griffin(PT) and Katrina (OT), and they allowed no slacking off during their sessions! That ██████████ passed her surgeon's exam Tuesday is a testament to the hard work these two ladies did. Every nurse or nurse's assistant that ██████████ met always had a smile on his or her face and served to brighten ██████████ day. Lex, Harry, Ludmilla, Kaitlynn and Sally were truly special.

Lastly, our compliments to the chef and food service people. The food was fabulous, and you made it very difficult to shed any pounds while at Vicars. Because we were so impressed by the entire operation, we have put a deposit down to move here!

Sincerely

██████████

Received

SEP 19 2023

Central Services

F. Community/Family Involvement:

CORRECTED
COPY

Vicar's Landing Nursing Home receives a great deal of support from families, the Vicar's Landing community and the community at large. Examples of this involvement include:

The Vicar's Landing community has an Independent Living Members Committee that collaborates with administration on departmental aspects. There is an elected Independent Living resident who is assigned to each department. The Health Center Members Committee member meets regularly with the Director of Health Services and discusses upcoming initiatives, health care trends, and brings forth any concerns that may be brought to his/her attention.

The residents' spiritual needs are met in the following ways. Clergy from Christ Episcopal Church conduct a non-denominational service each week. Ron Allen ministries also visit monthly and provide visitation with residents and a sing along featuring spiritual songs and hymns. Independent Living residents who are deacons within their own churches provide spiritual support via weekly or monthly visits.

Pet therapy is provided on-campus, we have a regular canine visitor, Max, who visits residents in their rooms and common areas. In addition, Independent Living residents bring their pets over to visit with spouses, friends and neighbors. Visitation by pets provides an uplifting moment for residents and staff alike.

As Vicar's Landing is a Continuing Care Retirement Community (CCRC) The Windsor Health Center reaps the benefit of Independent Living and Assisted Living volunteers who exhibit a desire to give back to their community. Many of these volunteers are prior neighbors and have maintained their relationships. Visiting friends who are either residing in The Windsor Health Center on a short-term basis or residing there in long term care has been a constant practice on the campus.

Family members are present through out the day and evening, there are no set visiting hours and as the rooms in use are all private there is never a consideration of infringing on a roommate's privacy. They participate in activities with their loved ones and are a vibrant part of our environment. As many of our family members are spouses who reside on the Vicar's Landing campus they often come in and out of the building as if it were their own home. For our family members who do not live in the local area, we continue to provide zoom meetings with their loved ones, this began during the COVID-19 pandemic and has remained as a standard practice for creating engagement with those who do not live nearby.

Care Plan meetings are an additional way in which we involve family members. If the resident approves, the family member participates in their plan of care, providing insight and feedback on the areas identified that require care and the interventions in which to accomplish positive outcomes. These care plan meetings are held in person and over the telephone for family members who do not live nearby.

We have several medical partners who provide support to the residents, Audiology, Dermatology, and Podiatry physicians and physician extenders have scheduled dates on our campus to provide

needed specialty medical care. These services are provided as a convenience to our residents knowing that the management of off campus appointments can be difficult and frustrating.

Managing end of life care and decisions can be particularly challenging. Local Hospice providers assist in the care of residents who may have a terminal illness. They provide supplemental services such as; nursing assistants, pain management specialty trained nurses, clergy, counseling, and pet therapy to our residents and their family members. In addition, they provide education and in-services to our team members as well, assisting us in our knowledge base of how to properly care for those in palliative and end of life scenarios.

E. Consumer Satisfaction: Addendum B Novare Resident Satisfaction Survey 2021 and statements of recognition

Should a resident who resides in Vicar's Landing Windsor Health Center have a concern, they are provided with a concern form to document their issue, if they require assistance a team member will assist them in completing it. The concern form is provided to the Director of Social Services who works with the corresponding department to resolve the concern. All concerns are documented, investigated, and trended to identify areas for potential improvement. This process is utilized to elicit consumer information regarding satisfaction and assist us in our continual quality improvement processes.

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Central Services

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Central Services
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G. Stable Work Force:

Vicar's Landing has created a culture that encourages a stable work environment. We provide a robust employee benefit package. This includes medical and dental insurance coverage (company pays 90% of the employee premium), 403(b) Retirement Plan with a generous matching program, Life and Long-Term Disability Insurance, supplemental insurance offerings and affordable dental and vision coverage.

We celebrate our team members on a daily basis, free meals are provided, monthly team member engagement events are themed and align with seasons, sporting events or celebrations. A select group of team members chair the Engagement Committee, meeting each month to discuss trends identified within our work force, concerns, and areas to celebrate. They work closely with Human Resources to represent our most valuable resource, the people who work here.

The CARES program at Vicar's Landing stands for Courtesy, Attitude, Respect, Excellence, and Satisfaction. CARES is the foundation for the work we do, it is the guiding force when creating new initiatives, providing care, and managing our day-to-day operations. CARES creates a culture that provides a welcoming spirit on our campus that encourages like minded individuals to work here.

Educational Scholarships are available to our team members who desire to advance in their careers. The residents display a philanthropic spirit in supporting team members who have dreams of attending college, trade or vocational schools, or attaining a specialized certification or degree. Many of our nurses would not have completed their nursing programs without the financial support of the residents in the community. This offering contributes to the culture on campus that supports longevity and loyalty amongst our work force.

Vicar's Landing was ranked #9 in 2023 in the country for Fortune's Best Workplaces in Aging Services in the senior housing medium to small category.

Received

SEP 19 2023

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Central Services

Turnover Rate no greater than 50% of the most recent 12-month period ending on the last workday of the most recent calendar quarter prior to submission.

Gold Seal: 6/1/2022-6/30/2023

Period Ending	Total # of staff including nurses, nursing assistants, ADON, DON, and NHA	Total # of Terminations FT/PT not including probationary	Staff Turnover
6/30/2023	71	12	17%

Stability Rate to include that at least 50% of staff have been employed at the facility for at least one year.

Gold Seal: 6/1/2022- 6/30/2022

Period Ending	Total # of staff including nurses, nursing assistants, ADON, DON, and NHA	Total staff employed more than 1 year	Staff Stability
6/30/2023	71	58	82%

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H. Target In-Service:

All new team members receive specific training related to their role at Vicar’s Landing. There are three mechanisms utilized to provide the required training for team members. Upon a new hire all are provided with the opportunity to complete a community-based orientation. An introduction is provided to the Vicar’s Landing community, our CARES concept, mission and values and the history of the community. Upon hire in-services are completed during onboarding (pg.8-9) and team members receive introductions to all the Department Managers.

The Master Education plan (pg.10) is comprised of State and Federally required training which is reviewed and revised on an annual basis. Changes are made based on regulatory changes and perceived educational needs or new initiatives of the community. The Master Education Plan provides the Departments and team members with monthly required trainings. Training may be provided via our online provider, Health Care Academy and other training sessions are provided in-person via our Department Heads. The monthly calendar keeps team members on track educationally and provides the community with an opportunity to monitor and ensure that required training is completed timely and appropriately. Training courses are competency based, utilizing either a return demonstration or post-test completed at the conclusion of the training.

Vicar’s Landing holds an annual Competency Fair (pg.11) for team members to attend so that they may review their skills and it provides a “firsthand” approach to training. The Competency Fair is set up with educational stations and team members go from station to station and receive education and training. To create engagement and make the learning experience fun we create a theme each year and our community partners assist with snacks, treats, and small tokens to contribute to the spirit of the event and create a meaningful experience for everyone.

Lastly, clinical meetings are held every even month by the Director of Nursing or the Assistant Director of Nursing. New policies or processes, either related to a new initiative or deficient practice, are introduced during these meetings.

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New Team Member Orientation

Vicar's Landing Orientation

HR will host a new employee orientation which will consist of completing onboarding paperwork and completion of the employee's I9 document. Access to Paycom and training will be provided.

The following in-services will be completed via the Paycom platform online.

1. HIPAA
2. D, E & I
3. Discrimination and Harassment
4. Workplace Safety
5. Workplace Ethics
6. ADA
7. Workplace Violence
8. Introduction to OSHA
9. MRSA
10. First Aid Basics
11. Active Shooter
12. Bloodborne Pathogens
13. Fire Safety
14. Fire Extinguisher Safety

We will set up workspace in The Stratford for new employees to complete the Vicar's Landing portion of orientation.

Post I-9 Completion Onboarding for Health Care Services

Meeting with the Staffing Coordinator providing c.na. orientation packet (and nurse packet when complete) provided. Lunch order taken. Staffing Coordinator will provide the following accesses to new team members:

1. OnShift
2. Relias
3. PCC

*Amy and Lex will provide access to Therapy and Home Health platforms.

The Administrative Support Coordinator will provide the following access and training:

1. Orbitz

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Health Care Orientation

Meet with all Health Care Managers (Multi-Purpose Room) for introductions and tour of community.

Completion of all assigned courses via Health Care Academy per regulatory compliance.

Topics	Department
HIV/AIDS – if unable to provide history	ALF/SNF
Abuse and Neglect	All
Biohazardous Waste	ALF/SNF
Alzheimer’s Training – 3 hours	ALF/SNF
Infection Control	ALF/SNF
Resident Rights	All
Risk Management	ALF/SNF
Federal Law Requirements for SNF	ALF/SNF
Elder Justice Act	ALF/SNF
Accident prevention and safety awareness	ALF/SNF
Prevention of back Injuries	HH
Assisting with ADL's (bathing, dressing, IADL's)	HH
First Aid	HH
Home Food Safety	HH
Safe home environment	HH
Nutrition and Hydration	HH
Observation, Reporting and Documentation	HH
Professionalism in the workplace	HH
End of life care	HH
Safe transferring and repositioning	HH
Understanding falls in the home	HH
Safely transporting clients	HH
Assisting with Self Administration of Medications Procedures	HH
Assisting with Self Administration of Medications Laws	HH

Lunch with Department Head

End of day re-cap, ensuring that courses have been completed, more time granted if needed, departmental orientation schedule provided.

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January	February	March
<p>Kick off Month!!! Catch up on any 2022 courses.</p>	<p>Abuse and Neglect, Exploitation (in-person) Managing Challenging Residents and Family Members (in-person)</p>	<p>Hand Hygiene (return demonstration) Adverse Incidents (HCA) Technique for Assisting and Eating and Proper Feeding (HCA)</p>
April	May	June
<p>Infect. Prev. (HCA) Behavioral Health (HCA) Gait & Transfer Training (in-person) Elder Abuse: The Elder Justice Act (HCA) Nutrition/Hydration (HCA)</p>	<p>Compliance and Ethics Program (HCA) Effective Communication (HCA) Emergency Preparedness and Hurricane Preparation (in-person)</p>	<p>End of Life/Hospice (HCA) Elopement (in-person) Domestic Violence (HCA) Grievance Process (in-person) N95 Fit Testing Isolation P&P updates (In-Person)</p>
July	August	September
<p>Recognizing Changes that place residents at risk for falls (HCA) Tech for Assisting & Responding to the Cog Impaired Resident w/Difficult Behaviors (HCA) Trauma Informed Care (HCA)</p>	<p>Bloodborne Pathogens (HCA) Resident Rights, Dignity, QOL (HCA) Recognizing Changes that place residents at risk for pressure ulcers (HCA)</p>	<p>Competency Fair See Attached September 25th – September 29th</p>
October	November	December
<p>Alzheimer's (HCA) Gait and Transfer Training (in-person) Culturally Competent Care (HCA)</p>	<p>Person Centered Care (HCA) QAPI (HCA) DNRO (HCA) Human Trafficking (HCA)</p>	<p>Risk Management (HCA) HIPAA (HCA) Elopement (in-person) Med Errors (HCA)</p>

Bold items are required for C.N.A., Red Bold italics for Nurses.

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Vicar's Landing
Annual Competency Fair
Competency Fair (Topics)

1. **UTI Prevention and Management (Nursing)**
2. **Teamwork/Customer Service/Communication with Family Members (Elizabeth)**
3. **Coumadin Management (Nursing)**
4. **CPR Cart (Nursing)**
5. **Medication Management (Nursing)**
6. **Hand off Report, Vital sign Rechecks, and Call lights (Nursing)**
7. **PCC - Change in Condition/Assessments (Nursing)**
8. **Reading TB Tests (Nursing)**
9. **Abuse & Neglect (Stephanie)**
10. **Dressing Changes and Wound Management (Nursing)**
11. **Activities Program (Sakinah)**
12. **Elopement (Elizabeth)**
13. **Dementia and Alzheimer's Education (Elizabeth)**
14. **Resident Rights (Stephanie)**
15. **Trauma Informed Care (Stephanie)**
16. **Falls Education (Therapy)**
17. **Hoyer lift/Sit to stand/Body Mechanic/Gait Belt/Transfer (Therapy)**
18. **Biomedical Waste (Elizabeth)**
19. **MDS and Quarterly Assessment (Shannon)**
20. **Med A Documentation (Shannon)**
21. **Infection Control & Prevention (Nursing)**
22. **Compliance and Ethics (Elizabeth)**
23. **Therapeutic Diets & Thickened Liquids (Susan)**
24. **Hydration & Nutrition (Susan)**
25. **Elder Justice Act (Elizabeth)**

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I. Best Practices:

1.1 Customer Service Focused Initiatives

The CARES program at Vicar’s Landing stands for Courtesy, Attitude, Respect, Excellence, and Satisfaction. This community moniker is introduced during our Team Member New Employee Orientation and is continually reinforced throughout their employment. Team members may complete a CARES form for their fellow peers, identifying opportunities where customer service has been displayed in earnest. When positive comments are received from family members they are often captured and placed on a CARES form so that the team member can receive the greatly deserved accolade. CARES is the driving force for how we treat our residents, fellow team members, family members and visitors on our campus.

Annually, customer service training is provided to team members via our educational partner as an assigned Master Education calendar course. During the annual Competency Fair customer service is again highlighted as an education station. During staff meetings real examples and accolades are discussed with the team members.

1.2 Activity Focused Initiatives

Person centered care is a strong component of how we treat those that we care for. The Activities Department provides a robust calendar of events and has created tiers of activities designed to positively impact the lives of all of our residents. Special focus is placed upon those who may not express interest in the traditional “activity” events that are held daily.

The Build a Bond program is geared towards residents who may be more introverted and less likely to attend group events or functions. Engineered for the “self-recreators” in the building the Build a Bond program incorporates one of the Activity professionals providing one on one visits with residents who may be less likely to join in group activities. The visit consists of creating engagement, finding common ground, and providing a meaningful experience for the resident receiving the visit.

The Bright Star Program works to create a sense of engagement with the more cognitively impaired residents in our care. Bright Star incorporates the senses to connect with our less verbal or less communicative residents. Activities consist of aromatherapy, hand massage, and music therapy,

Programs such as It’s Never 2Late and Eldergrow are readily available for residents to participate in. Research demonstrates that the social interaction, reminiscing, and relevant task mastery assist older adults in managing cognitive loss. The Eldergrow program provides residents with the opportunity to nurture and grow flowers and herbs, while providing a beautiful indoor garden for residents to enjoy year-round.

The spiritual needs of our residents are a focal point. Residents have the opportunity to participate in a variety of religious services that are brought to Vicar’s Landing in the form of

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religious services, sing a long, and bible study. They have the opportunity to take advantage of the beautiful Chapel located on the campus.

1.3 Nursing Focused Initiatives

Communication and collaboration are an integral theme of the nursing department. The daily clinical meeting is an intentional deep dive into each resident's status providing the Interdisciplinary Team (IDT) the opportunity to review new orders, concerns, and celebrate successes. In addition to the Interdisciplinary Team (IDT) members the meeting is also attended by the desk nurse assigned to each nursing wing. Twice weekly the physician extender attends the meeting as well and provides clinical input for the team and answers any questions. This well-rounded approach provides opportunities for discussion by all care providers to ensure the best care approaches possible.

Each week, the Interdisciplinary Team (IDT) and the Restorative Certified Nursing Assistants meet to review residents who may be at risk of pain, falls, weight loss, use of psychotropic medications, skin integrity, and elopement. This Resident at Risk meeting reviews all newly admitted residents to ensure that areas that could result in a negative outcome are closely monitored from admission on. Any resident who may exhibit risk in any identified area may be added to the Resident at Risk meeting until the issue is resolved.

The Restorative Nursing Program (RNP) has two dedicated certified nursing assistants that are elected and trained as restorative aides. They do not manage a traditional resident assignment; they work with the residents who have been referred to the restorative program by therapy or the nursing department. The program was developed and is co-facilitated by the Director of Therapy Services. Monthly meetings are held to review each resident's progress, adjust their restorative programs and goals and to discuss any current resident who may benefit from the program. As informal bedside leaders Restorative Certified Nursing Assistants provide information as it relates to residents that may need to be added to the restorative program.

The nurse staffing model at Vicar's Landing Windsor Health Center is an intentional assignment providing each residential wing with two nurses on the day shift, creating at the highest census a ratio of 1:15. One nurse on the unit is assigned as the desk nurse, communicating with the physicians, reviewing labs, addressing skin integrity, and managing the residents' medical needs. The second nurse is the medication nurse, responsible for managing the daily medication administration scheduled throughout the day. The separation of clinical tasks provides greater care to the resident and allows the medication nurse to focus on the administering of medications, reducing the rate of medication error and ensuring medications are provided timely. In addition, we have a float nurse that works 7pm to 11pm to assist when a new resident admission is scheduled.

Each new clinical team member receives a comprehensive orientation. They not only receive a customized orientation to the floor by a senior team member that is geared towards their level of experience and tenure, but they also receive an all-inclusive competency based written orientation. This orientation is reviewed by the DON and/or ADON to ensure that new staff

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members are fully equipped to manage their clinical functions. Should deficits be identified during any portion of the orientation, training will be provided to ensure that the new team member is successful in their new role.

1.4 Administrative/Leadership

The development of leaders is a strong component of the culture of Vicar’s Landing. Our current Assistant Director of Nursing has been mentored by the current Director of Nursing as she has transitioned from a staff RN position into one of nurse leadership. In an effort to provide her with limitless support and networking opportunities, she has become a member of the Novare Leadership Development program. This program provides the opportunity for up-and-coming leaders to develop their leadership brand and competencies, while working on real issues that face our organizations.

The Centers for Medicare and Medicaid Services (CMS) require that all Skilled Nursing Facilities have on staff a part-time Infection Preventionist to address the infection control needs of the facility. In an effort to demonstrate the commitment to the maintenance of a safe environment for our residents the Director of Nursing, Assistant Director of Nursing and Nursing Home Administrator have completed the “The Nursing Home Infection Preventionist Training Course” available via the CDC.

Ongoing engagement with our team members is imperative to our success. The relationship that we build with those that work in our community impacts the care that those we serve receive. In an effort to “meet our staff where they are” we hold meetings monthly and bi-monthly. All-Staff Meetings are held monthly and clinical meetings are held bi-monthly. They are 6 opportunities to attend the All-Staff Meeting and 4 opportunities to attend the clinical meetings. Offering the meetings multiple times and on additional days assists our staff in attending.

1.5 Therapy Focused Initiatives

Resident safety is key in our organization. The Therapy Department manages the communication of resident transfer statuses to all members of the clinical team. Residents are monitored weekly, and updates are provided via the Stop Light Method. Each resident room name plate has a green, yellow, or red dot indicating the level of assistance that the resident requires when transferring from one location to another. A green dot indicates supervision for safety while transferring, up to a red dot which indicates that a mechanical lift is required to transfer the resident safely. This program assists in maintaining a secure environment for our residents and team members.

Resident falls are a continual focus for Vicar’s Landing. Falls or near misses are reviewed at the daily clinical meeting and discussed by the Interdisciplinary Team (IDT). The Therapy Department is responsible for screening residents post-fall to determine if additional therapy interventions would be beneficial to the physical well-being of the resident. If not appropriate for

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inclusion on the therapy caseload the resident may be referred to the Restorative Nursing Program (RNP).

The Therapy Department ensures a safe and successful transition of residents back to their own home environment by providing home safety evaluations prior to their discharge. During a home safety evaluation, safety and fall hazards are identified and recommendations for modifications and/or equipment are communicated to the Social Services department for inclusion into the resident's discharge plan.

1.6 Community Partnerships

Offered on our campus are fee for service private duty Companion and Home Health Aide Services via our AHCA certified Home Health License. For residents who desire to have additional companionship, routine outings, or may not have family located nearby these additional services provide us with an opportunity to create customized schedules based on resident desires. These cases are staffed by a Vicar's Landing team member or through our trusted partnership with a contracted provider.

Our Medical Director, Dr. Dalia Elramady is a member of HNI healthcare, an organization dedicated to creating a highly present, more engaged clinical model for our residents. The higher frequency of resident rounding and support of the physician extender provide an integrated approach to the care of those we serve. The nursing staff find the higher engagement with medical services to have a positive impact on their job satisfaction.

In an effort to support future health care leaders in our community. Vicar's Landing has a contractual agreement with the University of North Florida. We provide a clinical rotation for their first year Registered Nursing students and they rotate through the Windsor Health Care Center and the Stratford Assisted Living Facility each semester. On average we host approximately twenty-four students per semester. We participate in internship programs and have hosted Health Care Administration Students and Therapy students. Lastly, the Director of Health Care Services serves on the University of North Florida Aging Center Advisory Board Meeting.

1.7 Social Services Initiatives

Behavioral Health is an important concept of care in our community. We have developed a strong relationship with CHE Behavioral Health who provide the community with a psychiatric nurse practitioner and a psychotherapist who assist us in meeting the mental health needs of our residents. Rounding by these mental health professionals assists our residents who have been identified as benefiting from mental health evaluation and treatment. Collaborative conversations occur with the Interdisciplinary Team to identify pathways to positive health outcomes.

For those residents who visit the Windsor Health Center for short term rehabilitation discharge planning begins on the day of admission. Care planning and goal identification for a successful

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discharge are frequent discussions amongst the clinical team, resident and their family members or responsible party. To combat any areas of potential risk to the resident upon their return home a member of the therapy department conducts a home evaluation prior to the formalization of the discharge date to identify any potential hazards associated with the discharge. Recommendations from the home evaluation are provided to the resident for their adoption. These may include the placement of grab bars in the bathroom, removal of rugs, etc.

1.8 Dietary Focused Initiatives

If a resident does not wish to enjoy the table service meals, they may go to the Café in the common building and enjoy a meal by the lake. In addition, members are welcome to enjoy their dinner in the main dining room or at the Stratford Assisted Living, rather than in the Windsor Health Center.

All the dining environments at Vicar's Landing are fine dining in nature. A Certified Dining Manager oversees the operation of the dining program in the Windsor Health Center and an Executive Chef writes the menu and is responsible for the food production. The Executive Chef is also available to speak with residents regarding their food preferences. A Registered Dietitian is available on a weekly basis to address supplements, therapeutic diets, and desired weight loss/gain.

Vicar's Landing has two dining rooms in the Windsor Health Center. The Independent Dining Room is intended for those diners who require no assistance from the dining staff. The Assisted Dining Room is intended for use by those residents who require the support of the nursing staff in cueing/prompting, feeding, and orientation to their meal. The dual dining environments provide autonomy for the resident who is not in need of additional assistance and dignity to those residents who require a more hands on approach to having their nutritional needs met.

1.9 Upcoming Initiatives for the Community

As the dementia population increases worldwide and within our own organization we recognize the need to provide a different setting for our residents who have dementia or struggle with memory loss. We anticipate the creation of our Memory Care Assisted Living in 2025. The goal is to provide an intentionally constructed environment that supports the needs of those living with Dementia and creating a staff who have a true passion for those struggling with memory loss. Our current focus is the design of the building and identifying a specialized training program in which to indoctrinate our caregivers.

Leadership has fully embraced this initiative and is currently working on specialized Dementia certifications. The Director of Nursing has completed the National Council of Certified Dementia Practitioners and is a Certified Dementia Practitioner. The Director of Health Services (NHA) completed the Brush Dementia - Can Do! Dementia Care Certification Course and is in the process of attaining the From Can't To Can Do Montessori for Aging & Dementia Certification.

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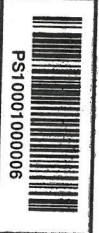
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