

Gold Seal Staff Analysis for Westminster Towers

Background Info

NH Name	Westminster Towers	Nominator Name	Wilfred Souchereau
NH Addr	70 West Lucerne Circle	Nominator Addr	
NH City	Orlando	Nominator City	
NH Zip	32828-	Nominator Zip	
NH Voice	(407) 841-1310	Nominator Voice	
NH Fax		Nominator Fax	
NH eM		Nominator eM	
NH Web	www.westminstertowersfl.org	Nominator Web	
NH AO	7		
PermID	74830		
Application Received	2024-03-19	Nomination Received	2024-03-19

Staff Review

	Date Completed	Pass	Comment
Record Review	2024-03-19 by J. Williams	<input checked="" type="checkbox"/>	This facility is owned by Presbyterian Retirement Communities, Inc. This is a 120 bed facility and is a Medicare/Medicaid provider. This facility is part of a Continuing Care Retirement Community (CCRC). According to the Nursing Home Guide, this is a 5-star facility.
Quality of Care Review	2024-03-20 by J. Williams	<input checked="" type="checkbox"/>	The facility is in the upper 9th percentile of skilled nursing facilities region covering the period of July 1, 2021, through December 2023. This facility meets the requirements of Rule 59A-4.200(4), Florida Administrative Code.
Conditional Review	2024-03-20 by J. Williams	<input checked="" type="checkbox"/>	The facility has not received either a Class I or II deficiency nor a Conditional license over the past 30 months.
Financial Review	2024-04-05 by R. Finch	<input checked="" type="checkbox"/>	The facility meets the financial requirements of Section 400.235(4), Florida Statutes and Rule 59A-4.200(5), Florida Administrative Code.
Staffing Review	2024-04-01 by J. Williams	<input checked="" type="checkbox"/>	According to the facility's staffing report, the facility meets both the stability and turnover rate. Therefore, the facility meets the requirements of Section 400.235(5)(e), Florida Statutes and Rule 59A-4.200(6), Florida Administrative Code.
Ombudsman Review	2024-03-29 by M. Hart	<input checked="" type="checkbox"/>	Based on a review of the facility 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

CORRECTED COPY

A. Nursing Home Information

Facility Name: Westminster Towers		
Address: 70 West Lucerne Circle	City: Orlando	Zip Code: 32828
Telephone: 407-841-1310	Web Site: https://www.westminstertowersfl.org/	
Facility Licensee Name: Presbyterian Retirement Communities, INC.		

Facility Contact Person for Gold Seal Information

Name: Lesly Mompoint	Title: LNHA
Telephone: 407-841-1310	E-mail: lmompoint@wservices.org

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

Name: Wilfred Souchereau
Profession/Type of Organization: Independent Living Resident at Westminster Towers

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. 10/04/1991

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 supplemental information included with this application.

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 supplemental information included with this application.

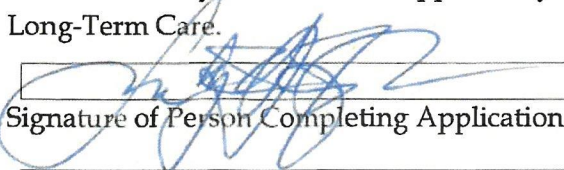
I. Best Practices

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

See attached supplemental information included with this application.

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.

	03/28/2024
Signature of Person Completing Application	Date

Lesly Mompoint	03/28/2024
Printed Name	Date

Williams, Jacqueline

From: LESLY MOMPOINT <LMOMPOINT@wservices.org>
Sent: Wednesday, March 27, 2024 5:08 PM
To: Williams, Jacqueline; Hillman, Derron
Subject: RE: Gold Seal Award Application Review - Westminster Towers (File#: 74830)
Attachments: Complete Packet 3.27.24 Final.pdf

Good Evening,

I have attached for your review a document with the supportive information that aligns with the OMIT letter findings. Also in the body of the document is a new set of financial data for your review that supports Westminster Towers' financial stability.

Again, I appreciate the opportunity given to showcase our strength in support of the consideration for the Gold Seal Award.

Sincerely,

Lesly

Lesly Mompoint, LNHA

Assistant Executive Director

Westminster Towers
70 West Lucerne Circle, Orlando, FL 32801
Tel: (407) 841-1310
Fax: (407) 849-0900
E-mail: lmompoint@wservices.org



From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Friday, March 22, 2024 3:24 PM
To: LESLY MOMPOINT <LMOMPOINT@wservices.org>
Subject: RE: Gold Seal Award Application Review - Westminster Towers (File#: 74830)

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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.

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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: Westminster Towers Orlando		
Address: 70 W Lucerne Cir.	City: Orlando	Zip Code: 32801
Telephone: 407-841-1310	Web Site: www.westminstercommunitiesfl.org	
Facility Licensee Name: Westminster Towers		

Facility Contact Person for Gold Seal Information

Name: Lesly Mompont	Title: Administrator
Telephone: 407-760-0778	E-mail: lmompont@wservices.org

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

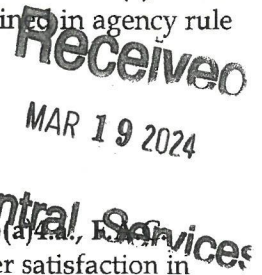
Name: Westminster Communities of Florida
Profession/Type of Organization: Skilled Nursing Facility

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. October 4, 1991

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

Information provided in narrative along with supporting documents.

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.

Information provided in narrative along with supporting documents.

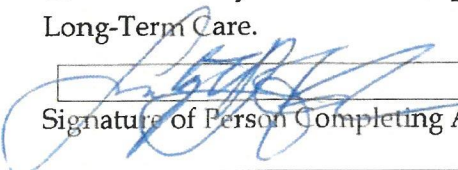
I. Best Practices

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

Information provided in narrative along with supporting documents.

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.

 Signature of Person Completing Application	3/1/2024 Date
Lesly Mompont Printed Name	3/1/2024 Date

Received
 MAR 19 2024
Central Services

Nursing Home Guide Inspection Ratings WESTMINSTER TOWERS

Rating Time Period: July 2021 - December 2023
Last Updated: February 2024

Facility	City	Region	County	Overall Inspection	Inspection			Inspection Components						
					Quality of Care	Quality of Life	Administration	Nutrition & Hydration	Restraints & Abuse	Pressure Ulcers	Decline	Dignity		
WESTMINSTER TOWERS	ORLANDO	Region 7	Orange	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★

Orlando



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: April 5, 2024
TO: Jacqueline Williams
FROM: Ryan Fitch
CC: Bernard Hudson
SUBJECT: Gold Seal Financial Review: Approval
Westminster Towers Orlando

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

DATE: March 29, 2024
TO: Brian O. Smith, Long Term Care Services Unit Manager
FROM: Michelle Hart, Complaint Administration Unit Manager
SUBJECT: Gold Seal Complaint Review – September 15, 2021 through March 15, 2024

WESTMINSTER TOWERS

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.



STAFFING REPORT FOR

WTO - Westminster Towers (Orlando)

SNF LICENSE # 16010961

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	3 rd (July 1, 2021 - September 30, 2021)	57	21	45	16	9	14
2021	4 th (October 1, 2021 - December 31, 2021)	54	15	45	10	23	20
2022	1 st (January 1, 2022 - March 31, 2022)	54	15	41	9	31	21
2022	2 nd (April 1, 2022 - June 30, 2022)	63	19	43	11	6	1
2022	3 rd (July 1, 2022 - September 30, 2022)	59	17	45	11	13	5
2022	4 th (October 1, 2022 - December 31, 2022)	58	18	43	11	21	7
2023	1 st (January 1, 2023 - March 31, 2023)	62	25	45	12	25	10
2023	2 nd (April 1, 2023 - June 30, 2023)	63	26	49	11	4	4
2023	3 rd (July 1, 2023 - September 30, 2023)	63	27	49	13	8	7
2023	4 th (October 1, 2023 - December 31, 2023)	63	27	54	12	12	12

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.)

STAFFING REPORT FOR Westminster Towers (Orlando)

(AGENCY USE ONLY)

Turnover Rate

3rd Quarter (2021): 29.48%
4th Quarter (2021): 62.31%
1st Quarter (2022): 75.36%
2nd Quarter (2022): 8.53%
3rd Quarter (2022): 23.68%
4th Quarter (2022): 36.84%
1st Quarter (2023): 40.22%
2nd Quarter (2023): 8.98%
3rd Quarter (2023): 16.66%
4th Quarter (2023): 26.66%

Turnover Rate
Average: 32.87%

Stability Rate

3rd Quarter (2021): 78.20%
4th Quarter (2021): 79.71%
1st Quarter (2022): 72.46%
2nd Quarter (2022): 65.85%
3rd Quarter (2022): 73.68%
4th Quarter (2022): 71.05%
1st Quarter (2023): 65.51%
2nd Quarter (2023): 67.41%
3rd Quarter (2023): 68.88%
4th Quarter (2023): 73.33%

Stability Rate
Average: 71.61%



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

March 21, 2024

Via email: lmompoint@wservices.org

Ms. Lesly Mompont
Administrator
Westminster Towers Orlando
70 West Lucerne Circle
Orlando, FL 32801

File Number: 74830
License Number: 16010961
Provider Type: Nursing Home

RE: Omission Notice for Nursing Home Gold Seal Award Application

Dear Ms. Mompont:

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 information entered on the Gold Seal Application for the area listed below is not the same as the information on file with the Agency. Please revise accordingly.

- Facility Name
- Facility's Licensee Name

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.* Please revise this section of the application page to include the writer's name on the recommendation letter and the writer's corresponding Profession/Type of Organization.

Section C. - Financial Soundness and Stability

The Agency's Financial Analysis office has completed its initial financial review of your financial documents and found deficiencies.

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.



Ms. Mompont
March 21, 2024
Page 2 of 2

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 omissions' requests, please contact Mr. Derron Hillman at (850) 412-4351.

Section E. - Consumer Satisfaction

According to the Florida Statutes, section 400.235(5)(c), Gold Seal Award applicants are required to meet the criteria of participating in a consumer satisfaction process, and demonstrate that information is elicited from residents, family members, and guardians about satisfaction with the nursing facility, its environment, the services and care provided, the staff's skills and interactions with residents, attention to residents' needs, and the facility's efforts to act on information gathered from the consumer satisfaction measures.

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 for residents and family members.

Also, please indicate the facility's efforts to act upon information gathered from the consumer satisfaction survey's findings.

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. To evaluate these criteria, please provide staffing to resident ratios, staff turnover, and staff stability for the last ten quarters (30 months) in the attached staffing document. Please provide numbers and not percentages on the first page of the form. The computations will be completed by Agency staff.

Please forward all responses via email no later than March 28, 2024. 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: Thursday, March 21, 2024 5:18 PM
To: LESLY MOMPOINT
Subject: Gold Seal Award Application Review - Westminster Towers (File#: 74830)
Attachments: Gold Seal OMIT- Westminster Towers March 2024.pdf; Gold Seal Staffing Form March 2024.pdf

Good Afternoon Ms. Mompoint:

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

Attached are the following:

- 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, MAILSTOP 33, TALLAHASSEE, FL 32308
850-412-4437 (Office)

Jacqueline.Williams@ahca.myflorida.com



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Williams, Jacqueline

From: Hillman, Derron
Sent: Thursday, March 28, 2024 7:14 AM
To: LESLY MOMPOINT; Williams, Jacqueline
Subject: RE: Gold Seal Award Application Review - Westminster Towers (File#: 74830)

Those financials do not qualify for Gold Seal. Would you like to send in the Letter from Office of Insurance Regulation that the CCRC is meeting minimum liquid reserve requirements.

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



From: LESLY MOMPOINT <LMOMPOINT@wservices.org>
Sent: Wednesday, March 27, 2024 5:08 PM
To: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>; Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Subject: RE: Gold Seal Award Application Review - Westminster Towers (File#: 74830)

Good Evening,

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Again, I appreciate the opportunity given to showcase our strength in support of the consideration for the Gold Seal Award.

Sincerely,

Lesly

Lesly Mompoint, LNHA

Assistant Executive Director

Westminster Towers
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Tel: (407) 841-1310
Fax: (407) 849-0900
E-mail: lmompoint@wservices.org

From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Friday, March 22, 2024 3:24 PM
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Thank you.

Jacque Williams - OPERATIONS & MGMT CONSULTANT MGR
- SES



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



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From: LESLY MOMPOINT <LMOMPOINT@wservices.org>
Sent: Thursday, March 21, 2024 7:47 PM
To: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Subject: RE: Gold Seal Award Application Review - Westminster Towers (File#: 74830)

Good Evening Ms. Williams,

I am acknowledging receipt of this email for my follow up on the requested items.

Sincerely,
Lesly

Lesly Mompoint, LNHA
Assistant Executive Director

Westminster Towers
70 West Lucerne Circle, Orlando, FL 32801
Tel: (407) 841-1310
Fax: (407) 849-0900
E-mail: lmompoint@wservices.org



From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
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SES



Bldg 2 Rm C-18 - LONG TERM CARE SERVICES UNIT
2727 MAHAN DR, MAILSTOP 33, TALLAHASSEE, FL 32308
850-412-4437 (Office)

Jacqueline.Williams@ahca.myflorida.com



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RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: March 19, 2024
TO: Jacqueline Williams
FROM: Derron Hillman
CC: Bernard Hudson
SUBJECT: Gold Seal Financial Review: Omissions
Licensee: Westminster Towers
Facility: Westminster Towers

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.



Williams, Jacqueline

From: Hillman, Derron
Sent: Tuesday, March 19, 2024 5:43 AM
To: Williams, Jacqueline
Cc: Hudson, Bernard
Subject: RE: Westminster Towers Application Information - Gold Seal Award
Attachments: Westminster Towers.docx

Jacque,

Attached is the review of Westminster Towers. 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: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Monday, March 18, 2024 5:56 PM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Cc: Noble, Kimberly <Kimberly.Noble@ahca.myflorida.com>
Subject: RE: Westminster Towers Application Information - Gold Seal Award

Hi All,

Please note Westminster Towers is a CCRC.

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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From: Williams, Jacqueline
Sent: Monday, March 18, 2024 3:00 PM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Cc: Noble, Kimberly <Kimberly.Noble@ahca.myflorida.com>
Subject: FW: Westminster Towers Application Information - Gold Seal Award

Hi Derron,

I would like it done right away.

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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From: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Sent: Monday, March 18, 2024 2:34 PM
To: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Cc: Noble, Kimberly <Kimberly.Noble@ahca.myflorida.com>
Subject: FW: Westminster Towers Application Information - Gold Seal Award

Let us know when you want a review done.

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



From: LESLY MOMPOINT <LMOMPOINT@wservices.org>
Sent: Friday, March 15, 2024 5:58 PM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>; Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Subject: Westminster Towers Application Information - Gold Seal Award

Dear Mr. Hillman and Ms. Williams,

It is with great anticipation and excitement that we submit Westminster Towers' application for the Gold Seal Award.

For your review, please see attached documents to support this initiative.

We believe these meet the minimum standard required for the attached application.

Thank you very much.

Lesly Mompoint, LNHA

Assistant Executive Director

Westminster Towers
70 West Lucerne Circle, Orlando, FL 32801
Tel: (407) 841-1310
Fax: (407) 849-0900
E-mail: lmompoint@wservices.org



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Westminster Towers

70 West Lucerne Circle, Orlando, FL 32801 | Phone: 407-841-1310 | Fax: 407-849-0900 | WestminsterTowersFL.org

March 1, 2024

Re: Westminster Towers Application for Nursing Home Gold Seal Award

Dear Sir or Madam:

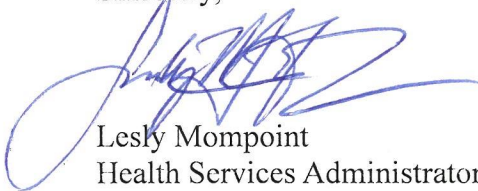
Please find attached the Application for Nursing Home Gold Seal Award and supporting documentation for Westminster Towers.

The packet is organized in the following format:

Application	Page 1&2
Recommending Person or Organizations	Page 3
Financial Soundness and Stability	Page 4-16
Consumer Satisfaction	Page 17-23
Community / Family Involvement	Page 24-31
Stable Workforce	Page 32-34
Target In-Service	Page 35-39
Best Practices	Page 40-49

Thank you for your consideration of our application. If I can be of any further assistance please do not hesitate to reach out to me via cell phone at (407) 760-0778 or email lmompoin@wservices.org or David Randazzo via cell (561) 271-8991 or email drandazzo@wservices.org.

Sincerely,



Lesly Mompoin
Health Services Administrator

Cc David Randazzo, Executive Director

Received
MAR 19 2024
Central Services



March 14, 2024

To: Gold Seal Panel Members

Regarding: Westminster Towers Orlando Health Care/Nursing Center

Dear Members:

I am writing to recommend the Westminster Towers Orlando Health Care/Nursing Center for the Governor's Gold Seal.

One of the goals of finding and moving to a potential long term nursing facility was that whatever facility chosen it had to have a mission of enhancing the lives of all its residents and team members who have the support they need, and the residents continue to have their lives enhanced daily.

Over 7 years ago it became clear that both age and health decline required me to look for and move to a Continuum Care Community with the eventual goal of long-term nursing care. After six months residency at another downtown Orlando CCU and spending two months in their nursing facility, it became abundantly clear that the whole facility and particularly the nursing unit would NEVER meet the goal of enhancing my life daily.

My move to Westminster Towers Orlando in 2017 was the best thing that happened. From the first day, I saw and experienced a very welcoming, caring, and dedicated team in all levels of care. Over the past 4 years I have served as a member of the Independent Living Resident Council. My involvement with team members from all levels of care has shown that enhancing our daily lives is not just a slogan but reality.

The nursing center environment provides state-of-the-art facilities and settings, tastefully decorated comfortable spaces for private or group visits, inviting dining venues that encourage socialization and rooms with home-like furnishings all contributing to a relaxing atmosphere beneficial to well-being.

Over the years doing volunteer work, visiting residents, and utilizing the rehab unit of the Health/Nursing center has continuously shown me the compassionate, always caring and very experienced nursing team. Resident and family satisfaction is one of the most important components of quality here. Having received the Joint Commission Quality Award accreditation only reinforces my previous statement.

I continue to express my gratitude and support of all the resolute team members at WTO. Knowing such an outstanding Nursing Center is only a few floors down from my apartment allow me the relaxing, peaceful, and enjoyable life here at Westminster Towers Orlando. Lofty standards of quality permeate the culture and campus at WTO. I am proud that the WTO Nursing center has a strong survey history maintaining its 5-star rating. Resident and family satisfaction is one of the most important components of quality here. The results of yearly, residents and staff surveys asking for feedback on operations and for any improvement suggestions are incorporated into the Quality Assurance Process with an eye toward continuous improvement.

Effective communication to all stakeholders has been key to being successful and maintaining the highest quality rating. The values of Westminster Tower Orlando to respect and honor each person's dignity, rights and independence holds true for interactions with team members and family members as well as residents. Team members and management at all levels live out the Golden Rule in their interactions with residents, family members and each other.

Since becoming a resident, I have witnessed many friends and neighbors enjoy how WTO includes Nursing center residents in campus activities and encourages them to take full advantage of the many amenities throughout the campus, both natural and man-made. Nursing center residents attend programs and concerts alongside residents from other levels of living at Westminster Towers. By creating a sense of family across all levels of living, Westminster Towers Orlando offers peace of mind to family and friends of Nursing center residents.

I hope you will share my assessment that WTO's Nursing center is a leader and model for quality short and long term nursing care, and award them the Gold Seal.

Respectfully submitted:



Wilfred R. Buchereau, WTO Resident Council Treasurer

Received
MAR 19 2024
Central Services



Westminster Towers

70 West Lucerne Circle, Orlando, FL 32801 | Phone: 407-841-1310 | Fax: 407-849-0900 | WestminsterTowersFL.org

March 14, 2024

Re: Consumer Satisfaction

Dear Sir or Madam,

Westminster Towers (WTO) has participated with Westminster Communities of Florida (WCoF) in the Seniors Quality Leap Initiative (SQLI) since 2018. Our goal for customer satisfaction is to benchmark our outcomes by campus, within our communities, nationally and internationally. This partnership in sharing data, knowledge, and best practices allows WTO to understand customer satisfaction and its implications and affects on person centered care at a higher level.

In addition to measuring customer satisfaction, what we call **Quality of Life**, we measure the **Quality of Care** provided utilizing the same organization. This allows WTO to compare customer satisfaction and quality of care utilizing a third party with comparative data internally, across our organization, nationally and internationally. You will note that we use quality data from the SQLI for our target in-services section H as well. Our Quality Assurance Process Improvement (QAPI) Committee tracks and trends this data to develop Plan Do Study Act (PDSAs) and address trends or concerns noted.

The interRAI Quality of Life Survey has been particularly important as we have journeyed through the COVID19 pandemic and work to exit from the impact it had on care settings. WTO has used this survey to focus our efforts in many areas. One question we focused on regarding consumer satisfaction is, "I can easily go outdoors if I want." At times during the past years, our residents have been limited access to the outdoors because of the Health Public emergency warranting us as a nursing home to be under lock down during that time. We put our effort in bringing the outdoor activities indoor and such is the case in our Eldergrow program.

Our score for "I can easily go outdoors if I want" dipped when COVID19 started. While we were requiring residents to be in lock down for their own safety, we chose to begin a PDSA in our QAPI committee to address this area. Our Plan in the PDSA process included listening to our residents and families to understand how each resident was affected. The Do in the PDSA process involved specific communication to help residents and families understand "why" outdoor activities had ceased and then ask, "How can we help you create an enjoyment of outdoor activities within the nursing home setting?" This then leads to the many Acts specific to our residents. The end result led to Westminster Towers participating in a 3-year CMS approved

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MAR 19 2024

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nursing home grant with the Eldergrow Garden Project. Our residents and families have taken a greater engagement to gardening thus resulting in WTO being the recipient of the Happiest & Healthiest Garden Award in May 2023.

The interRAI Quality of Life Survey allows for and enables conversations about the residents "Life." Our goal is to make every residents "Life" a wonderful experience by understanding the resident in through multiple perspectives.

Attached is the Seniors Quality Leap Initiative descriptive document and the past five years of summary data which are utilized by our Quality Assurance Performance Improvement committee.

Sincerely,



Lesly Mompont
Health Services Administrator

Received
MAR 19 2024
Central Services



SENIORS QUALITY LEAP INITIATIVE

History

The Seniors Quality Leap Initiative (SQLI) was established by North America's leading Long Term Care organizations in 2010 out of their collective desire improve clinical quality and safety for seniors.

Mission

To enhance the quality of life and quality of care for seniors by utilizing a structured approach to quality and performance improvement and disseminating recommendations to the broader post-acute and long-term care sector.

Vision

To become North America's leading post-acute and long-term care provider consortium for benchmarking clinical quality standards that reflect advancing innovative change ideas to raise the bar for excellence throughout our industry

Strategic Directions

1. Exchange and benchmark performance data as it relates to quality of care and quality of life for seniors.
2. Test, design, and adopt a collaboratively derived approach for performance improvement.
3. Identify and undertake initiatives designed to make improvements in quality of care and quality of life for seniors using evidence-based practices.
4. Broadly disseminate SQLI consensus-based recommendations for improvement across the post-acute and long term care sector.
5. Support a culture of innovation that consistently seeks to identify, test, evaluate and develop innovative solutions that have the potential for significant healthcare and economic impact through partnership with the Centre for Aging and Brain Health Innovation (CABHI).



Received

MAR 19 2024

Central Services

19



Projects Underway

Using evidence informed practice, each participating organization develops an improvement plan and collects and reports on associated measures to monitor performance. Currently, SQLI member organizations are engaged in the following initiatives:

- Improving Resident Quality of Life
- Improving pain management
- Reducing inappropriate use of antipsychotics (in partnership with the Canadian Foundation for Healthcare Improvement)
- Innovation adoption initiative (in partnership with the Centre for Aging and Brain Health Innovation)
- Ongoing dissemination and sharing of best practices

QUALITY OF CARE	QUALITY OF LIFE
• % of residents with symptoms of delirium	• I am treated with respect by staff
• Prevalence of physical or verbal aggressive behavior	• I have opportunities to explore new skills and interests
• % of residents on antipsychotics without a diagnosis of psychosis	• I enjoy mealtimes
• % of residents who decline in their symptoms of frailty	• Staff ask how to meet my needs
• % of residents who fell in the last 30 days with injuries	• I would recommend this site or organization to others
• % of residents with hospital stays	• This place feels like home to me
• % of residents whose pain worsened	• I can express my opinion without fear of consequences
• Composite - overall quality	• The care and support I get help me live my life the way I want

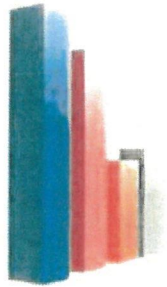
Figure 1

For more information, please visit: seniorsqualityleapinitiative.com or contact Cyrelle Muskat at 416.785.2500 ext. 3659 or cmuskat@baycrest.org.

Received

MAR 19 2024

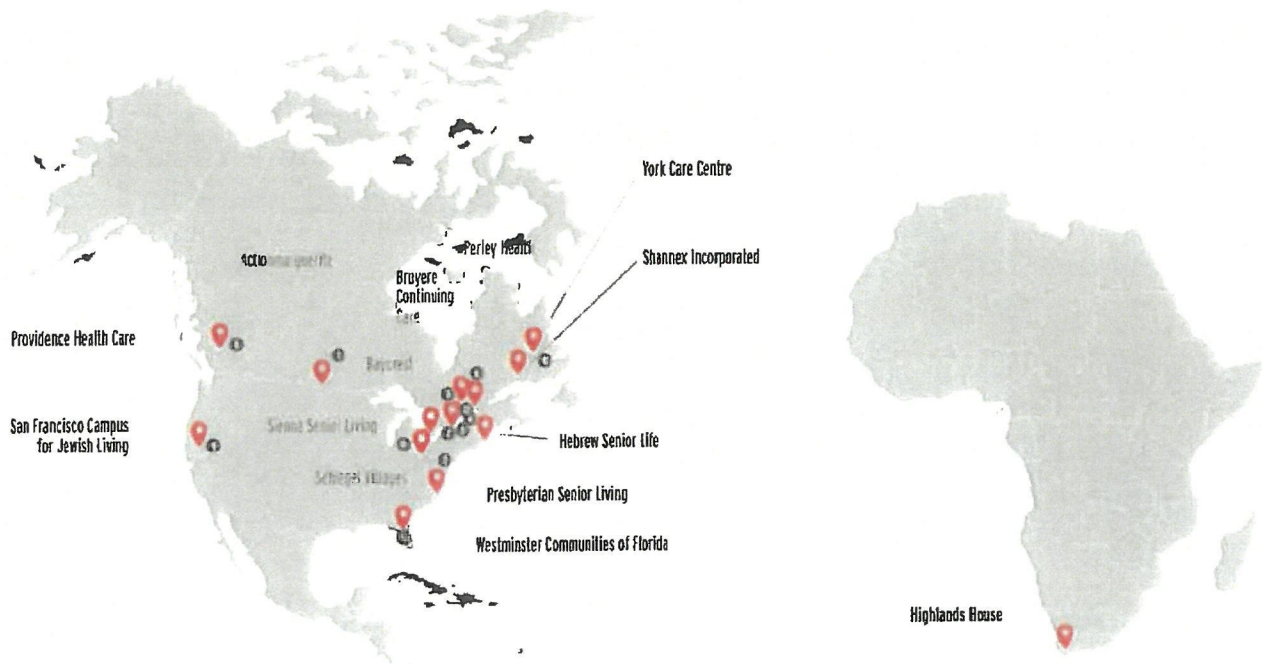
Central Service



Performance Reports

Using the interRAI Minimum Data Set, SQLI organizations receive quarterly reports on their performance on a number of quality of care and quality of life indicators. Performance reports include organizational performance over time as well as US reference benchmarks. SQLI members also benchmark their performance on resident quality of life using the interRAI Quality of Life Survey.

A sample list of the quality of care and quality of life measures used by SQLI is listed in Figure 1.



Strategic, Academic and Innovation Partners

1. Actionmarquerte, Winnipeg MB
2. Baycrest Health Sciences, Toronto, ON
3. Bruyere, Ottawa, ON
4. Hebrew SeniorLife, Boston, MA
5. Highlands House, Cape Town, South Africa
6. Perley Health, Ottawa, ON
7. Presbyterian Senior Living, Dillsburg, PA
8. Providence Health Care, Vancouver, BC, Toronto, ON
9. San Francisco Campus for Jewish Living, San Francisco, CA
10. Schlegel Villages, Ontario
11. Shannex Incorporated, Nova Scotia, New Brunswick and Ontario
12. Sienna Senior Living, British Columbia, Manitoba, Ontario
13. Westminster Communities of Florida, Florida
14. York Care Centre, Fredericton, NB

Member Organizations

1. Actionmarquerte, Winnipeg MB
2. Baycrest Health Sciences, Toronto, ON
3. Bruyere, Ottawa, ON
4. Hebrew SeniorLife, Boston, MA
5. Highlands House, Cape Town, South Africa
6. Perley Health, Ottawa, ON
7. Presbyterian Senior Living, Dillsburg, PA
8. Providence Health Care, Vancouver, BC, Toronto, ON
9. San Francisco Campus for Jewish Living, San Francisco, CA
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12. Sienna Senior Living, British Columbia, Manitoba, Ontario
13. Westminster Communities of Florida, Florida
14. York Care Centre, Fredericton, NB

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MAR 19 2024

Central Services

WTO SQLI Survey - HC 2020

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	0	3	15	27	45	0	0	6	45	108	159	3.53
2	0	0	0	11	34	45	0	0	0	33	136	169	3.76
3	0	2	21	18	4	45	0	2	42	54	16	114	2.53
4	0	0	4	17	24	45	0	0	8	51	96	155	3.44
5	0	6	25	12	2	45	0	6	50	36	8	100	2.22
6	0	0	19	21	5	45	0	0	38	63	20	121	2.69
7	2	15	19	8	1	45	0	15	38	24	4	81	1.80
8	0	1	5	32	7	45	0	1	10	96	28	135	3.00
9	0	0	1	2	40	43	0	0	2	6	160	168	3.91
10	0	0	1	2	42	45	0	0	2	6	168	176	3.91
11	0	0	4	30	11	45	0	0	8	90	44	142	3.16
12	0	0	1	9	31	41	0	0	2	27	124	153	3.73
13	1	2	17	22	3	45	0	2	34	66	12	114	2.53
14	2	15	14	10	2	43	0	15	28	30	8	81	1.88
15	12	4	23	6	0	45	0	4	46	18	0	68	1.51
16	0	1	1	13	30	45	0	1	2	39	120	162	3.60
17	0	2	4	7	32	45	0	2	8	21	128	159	3.53
18	0	0	2	9	34	45	0	0	4	27	136	167	3.71
19	1	15	18	9	1	44	0	15	36	27	4	82	1.86
20	0	0	2	20	23	45	0	0	4	60	92	156	3.47
21	0	0	3	10	32	45	0	0	6	30	128	164	3.64
22	0	0	0	7	38	45	0	0	0	21	152	173	3.84
23	0	0	2	12	31	45	0	0	4	36	124	164	3.64
24	0	0	1	22	22	45	0	0	2	66	88	156	3.47
25	0	0	2	8	34	44	0	0	4	24	136	164	3.73
26	0	0	1	26	17	44	0	0	2	78	68	148	3.36
27	0	0	2	25	18	45	0	0	4	75	72	151	3.36
28	0	1	7	33	3	44	0	1	14	99	12	126	2.86
29	0	1	15	25	4	45	0	1	30	75	16	122	2.71
30	0	0	7	19	18	44	0	0	14	57	72	143	3.25
31	0	0	6	30	8	44	0	0	12	90	32	134	3.05
32	0	0	2	18	24	44	0	0	4	54	96	154	3.50

I can be alone when I wish
 My privacy is respected when I adopt care for me
 I get my favorite foods here
 I can eat when I want
 I have enough variety in my meals
 I enjoy meatimes
 Food is the right temperature when I get to eat it
 If I need help right away, I can get it
 I feel my possessions are secure
 I feel safe when I am alone
 I get the services I need
 I would recommend this site or organization to others
 This place feels like home to me
 I can easily go outdoors if I want
 I am bothered by the noise here
 I can have a bath or shower as often as I want
 I decide when to get up
 I decide when to go to bed
 I can go where I want on the spur of the moment
 I control who comes into my room
 I decide which clothes to wear
 I decide how to spend my time
 I am treated with respect by staff
 Staff pay attention to me
 I can express my opinion w/out fear of consequences
 staff respect what I like and dislike
 care/support I get help me live my life the way I want
 Staff respond quickly when I ask assistance
 This site staff respond to my suggestions
 I get the health services I need
 Staff have enough time for me
 Staff know what they are doing

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 APR 19 2024
 Central Services

WTO SQLI Survey - HC 2020

33	0	1	5	33	6	45	0	1	10	99	24	134	2.98
34	0	0	5	28	10	43	0	0	10	84	40	134	3.12
35	0	0	7	15	23	45	0	0	14	45	92	151	3.36
36	0	0	8	19	18	45	0	0	16	57	72	145	3.22
37	0	0	6	28	11	45	0	0	12	84	44	140	3.11
38	0	1	7	21	16	45	0	1	14	63	64	142	3.16
39	0	0	2	17	26	45	0	0	4	51	104	159	3.53
40	0	1	17	22	5	45	0	1	34	66	20	121	2.69
41	0	2	20	16	7	45	0	2	40	48	28	118	2.62
42	0	2	5	24	13	44	0	2	10	72	52	136	3.09
43	0	1	9	20	14	44	0	1	18	60	56	135	3.07
44	0	1	15	18	10	44	0	1	30	54	40	125	2.84
45	0	0	18	19	6	43	0	0	36	57	24	117	2.72
46	0	0	14	14	17	45	0	0	28	42	68	138	3.07
47	1	6	23	11	4	45	0	6	46	33	16	101	2.24
48	16	2	1	0	1	20	0	2	2	0	4	8	0.40
49	0	0	5	20	20	45	0	0	10	60	80	150	3.33
50	0	1	20	14	9	44	0	1	40	42	36	119	2.70
35	83	419	847	818	2202	0	83	838	2541	3272	6734	3.06	

OVERALL SCORE

My services are delivered when I want them

Some of the staff know the story of my life

I consider a staff member my friend

I have a special relationship with a staff member

Staff take time to have a friendly conversation w/ me

Staff ask how my needs can be met

I have same nurse assistant on most weekdays

I have enjoyable things to do here on weekends

I have enjoyable things to do here on evenings

I participate in meaningful activities

I can participate in religious activities

Opportunity for time w/other like minded residents

Have opportunity to explore new skills and interests

Another resident here is my close friend

People ask for my help or advice

I have opportunities for affection or romance

It is easy to make friends here

I have people who want to do things together with me



 Received
 MAR 19 2024
 Central Services
 23

WTO SQLI Survey - HC 2021

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score	
1	1	3	15	9	23	51	0	3	30	27	92	152	2.98	I can be alone when I wish
2	1	2	10	14	23	50	0	2	20	42	92	156	3.12	My privacy is respected when people care for me
3	4	6	17	21	2	50	0	6	34	63	8	111	2.22	I get my favorite foods here
4	23	8	12	1	7	51	0	8	24	3	28	63	1.24	I can eat when I want
5	3	8	16	11	13	51	0	8	32	33	52	125	2.45	I have enough variety in my meals
6	2	6	9	17	17	51	0	6	18	51	68	143	2.80	I enjoy mealtimes
7	2	0	18	19	12	51	0	0	36	57	48	141	2.76	Food is the right temperature when I get to eat it
8	3	6	22	14	6	51	0	6	44	42	24	116	2.27	If I need help right away, I can get it
9	0	8	3	11	29	51	0	8	6	33	116	163	3.20	I feel my possessions are secure
10	0	3	1	15	32	51	0	3	2	45	128	178	3.49	I feel safe when I am alone
11	0	0	19	22	10	51	0	0	38	66	40	144	2.82	I get the services I need
12	3	8	4	10	26	51	0	8	8	30	104	150	2.94	I would recommend this site or organization to others
13	15	6	19	7	4	51	0	6	38	21	16	81	1.59	This place feels like home to me
14	3	11	19	14	3	50	0	11	38	42	12	103	2.06	I can easily go outdoors if I want
15	2	1	11	9	28	51	0	1	22	27	112	162	3.18	I am bothered by the noise here
16	1	3	23	9	15	51	0	3	46	27	60	136	2.67	I can have a bath or shower as often as I want
17	4	7	10	10	20	51	0	7	20	30	80	137	2.69	I decide when to get up
18	2	5	4	10	30	51	0	5	8	30	120	163	3.20	I decide when to go to bed
19	5	20	9	10	6	50	0	20	18	30	24	92	1.84	I can go where I want on the spur of the moment
20	7	5	11	12	16	51	0	5	22	36	64	127	2.49	I control who comes into my room
21	1	3	5	14	25	48	0	3	10	42	100	155	3.23	I decide which clothes to wear
22	0	3	14	15	19	51	0	3	28	45	76	152	2.98	I decide how to spend my time
23	0	4	2	26	18	50	0	4	4	78	72	158	3.16	I am treated with respect by staff
24	0	5	12	22	12	51	0	5	24	66	48	143	2.80	Staff pay attention to me
25	1	1	2	10	34	48	0	1	4	30	136	171	3.56	I can express my opinion w/out fear of consequences
26	2	1	10	20	18	51	0	1	20	60	72	153	3.00	staff respect what I like and dislike
27	1	5	8	22	15	51	0	5	16	66	60	147	2.88	care/support I get help me live my life the way I want
28	3	13	15	15	5	51	0	13	30	45	20	108	2.12	Staff respond quickly when I ask assistance
29	4	14	16	14	1	49	0	14	32	42	4	92	1.88	This site staff respond to my suggestions
30	0	2	6	14	28	50	0	2	12	42	112	168	3.36	I get the health services I need
31	3	10	12	14	11	50	0	10	24	42	44	120	2.40	Staff have enough time for me
32	0	1	7	12	25	45	0	1	14	36	100	151	3.36	Staff know what they are doing
33	1	2	15	27	6	51	0	2	30	81	24	137	2.69	My services are delivered when I want them
34	9	17	17	5	3	51	0	17	34	15	12	78	1.53	Some of the staff know the story of my life
35	7	10	12	8	12	49	0	10	24	24	48	106	2.16	I consider a staff member my friend
36	12	7	16	9	7	51	0	7	32	27	28	94	1.84	I have a special relationship with a staff member
37	0	5	24	12	10	51	0	5	48	36	40	129	2.53	Staff take time to have a friendly conversation w/ me
38	5	13	15	8	10	51	0	13	30	24	40	107	2.10	Staff ask how my needs can be met
39	2	1	11	21	15	50	0	1	22	63	60	146	2.92	I have same nurse assistant on most weekdays
40	5	14	16	12	3	50	0	14	32	36	12	94	1.88	I have enjoyable things to do here on weekends
41	7	8	21	10	4	50	0	8	42	30	16	96	1.92	I have enjoyable things to do here on evenings
42	1	15	18	12	5	51	0	15	36	36	20	107	2.10	I participate in meaningful activities
43	0	3	8	12	27	50	0	3	16	36	108	163	3.26	I can participate in religious activities
44	2	7	19	15	8	51	0	7	38	45	32	122	2.39	Opportunity for time w/other like minded residents
45	7	18	15	8	3	51	0	18	30	24	12	84	1.65	Have opportunity to explore new skills and interests
46	6	10	17	12	6	51	0	10	34	36	24	104	2.04	Another resident here is my close friend
47	11	15	20	1	2	49	0	15	40	3	8	66	1.35	People ask for my help or advice
32	46	3	1	0	0	50	0	3	2	0	0	5	0.10	I have opportunities for affection or romance
49	2	16	18	10	4	50	0	16	36	30	16	98	1.96	It is easy to make friends here
50	1	22	17	9	1	50	0	22	34	27	4	87	1.74	I have people who want to do things together with me
	220	364	641	634	659	2518	0	364	1282	1902	2636	6184	2.46	

OVERALL SCORE

WTO SQLI Survey - HC 2022

Q	0	1	2	3	4	total	0*Never	1* Rarely	2*Some	3*Mostly	4*Always	total	Score	
1	0	7	12	17	20	56	0	7	24	51	80	162	2.89	I can be alone when I wish
2	0	3	9	14	30	56	0	3	18	42	120	183	3.27	My privacy is respected when people care for me
3	1	4	20	22	11	58	0	4	40	66	44	154	2.66	I get my favorite foods here
4	1	4	19	23	11	58	0	4	38	69	44	155	2.67	I can eat when I want
5	0	2	11	21	24	58	0	2	22	63	96	183	3.16	I have enough variety in my meals
6	0	1	8	22	25	56	0	1	16	66	100	183	3.27	I enjoy mealtimes
7	1	5	9	18	21	54	0	5	18	54	84	161	2.98	Food is the right temperature when I get to eat it
8	0	4	23	24	7	58	0	4	46	72	28	150	2.59	If I need help right away, I can get it
9	0	3	8	26	21	58	0	3	16	78	84	181	3.12	I feel my possessions are secure
10	0	0	5	19	34	58	0	0	10	57	136	203	3.50	I feel safe when I am alone
11	0	3	8	27	20	58	0	3	16	81	80	180	3.10	I get the services I need
12	2	2	6	22	25	57	0	2	12	66	100	180	3.16	I would recommend this site or organization to others
13	3	10	16	21	8	58	0	10	32	63	32	137	2.36	This place feels like home to me
14	4	13	20	9	12	58	0	13	40	27	48	128	2.21	I can easily go outdoors if I want
15	6	6	11	26	9	58	0	6	22	78	36	142	2.45	I am bothered by the noise here
16	1	5	18	21	13	58	0	5	36	63	52	156	2.69	I can have a bath or shower as often as I want
17	0	0	12	27	19	58	0	0	24	81	76	181	3.12	I decide when to get up
18	0	0	9	24	25	58	0	0	18	72	100	190	3.28	I decide when to go to bed
19	1	17	15	14	11	58	0	17	30	42	44	133	2.29	I can go where I want on the spur of the moment
20	0	5	18	17	18	58	0	5	36	51	72	164	2.83	I control who comes into my room
21	0	2	9	18	29	58	0	2	18	54	116	190	3.28	I decide which clothes to wear
22	0	2	3	19	34	58	0	2	6	57	136	201	3.47	I decide how to spend my time
23	0	0	7	19	32	58	0	0	14	57	128	199	3.43	I am treated with respect by staff
24	0	0	12	34	12	58	0	0	24	102	48	174	3.00	Staff pay attention to me
25	0	0	5	27	26	58	0	0	10	81	104	195	3.36	I can express my opinion w/out fear of consequences
26	0	0	7	29	22	58	0	0	14	87	88	189	3.26	staff respect what I like and dislike
27	0	2	15	28	13	58	0	2	30	84	52	168	2.90	care/support I get help me live my life the way I want
28	1	5	20	22	10	58	0	5	40	66	40	151	2.60	Staff respond quickly when I ask assistance
29	0	1	22	23	11	57	0	1	44	69	44	158	2.77	This site staff respond to my suggestions
30	0	1	2	21	34	58	0	1	4	63	136	204	3.52	I get the health services I need
31	0	3	10	30	15	58	0	3	20	90	60	173	2.98	Staff have enough time fo rme
32	0	0	7	27	24	58	0	0	14	81	96	191	3.29	Staff know what they are doing
33	0	1	13	28	16	58	0	1	26	84	64	175	3.02	My services are delivered when I want them
34	5	19	20	11	2	57	0	19	40	33	8	100	1.75	Some of the staff know the story of my life
35	10	8	15	13	12	58	0	8	30	39	48	125	2.16	I consider a staff member my friend
36	11	15	5	15	11	57	0	15	10	45	44	114	2.00	I have a special relationship with a staff member
37	3	7	19	16	13	58	0	7	38	48	52	145	2.50	Staff take time to have a friendly conversation w/ me
38	1	5	17	21	14	58	0	5	34	63	56	158	2.72	Staff ask how my needs can be met
39	1	12	8	17	20	58	0	12	16	51	80	159	2.74	I have same nurse assistant on most weekdays
40	1	3	20	29	5	58	0	3	40	87	20	150	2.59	I have enjoyable things to do here on weekends
41	1	4	16	30	7	58	0	4	32	90	28	154	2.66	I have enjoyable things to do here on evenings
42	2	4	7	28	16	57	0	4	14	84	64	166	2.91	I participate in meaningful activities
43	0	3	11	24	20	58	0	3	22	72	80	177	3.05	I can participate in religious activities
44	1	3	15	22	17	58	0	3	30	66	68	167	2.88	Opportunity for time w/other like minded residents
45	0	4	19	18	17	58	0	4	38	54	68	164	2.83	Have opportunity to explore new skills and interests
46	8	15	17	12	6	58	0	15	34	36	24	109	1.88	Another resident here is my close friend
47	7	16	24	9	2	58	0	16	48	27	8	99	1.71	People ask for my help or advice
32	38	10	4	0	4	56	0	10	8	0	16	34	0.61	I have opportunities for affection or romance
49	4	15	12	16	11	58	0	15	24	48	44	131	2.26	It is easy to make friends here
50	3	13	18	17	7	58	0	13	36	51	28	128	2.21	I have people who want to do things together with me
117	267	636	1037	826	2883	0	267	1272	3111	3304	7954		2.76	

OVERALL SCORE

WTO SQLI Survey - HC 2023

Q.	0	1	2	3	4	total	0*Never	1* Rarely	2*Some	3*Mostly	4*Always	total	Score	
1	0	0	1	19	20	40	0	0	2	57	80	139	3.48	I can be alone when I wish
2	0	0	2	18	20	40	0	0	4	54	80	138	3.45	My privacy is respected when people care for me
3	0	5	11	11	13	40	0	5	22	33	52	112	2.80	I get my favorite foods here
4	0	0	1	11	28	40	0	0	2	33	112	147	3.68	I can eat when I want
5	0	2	15	16	7	40	0	2	30	48	28	108	2.70	I have enough variety in my meals
6	0	1	3	22	13	39	0	1	6	66	52	125	3.21	I enjoy mealtimes
7	1	7	15	15	1	39	0	7	30	45	4	86	2.21	Food is the right temperature when I get to eat it
8	0	1	17	18	2	38	0	1	34	54	8	97	2.55	If I need help right away, I can get it
9	0	0	1	10	27	38	0	0	2	30	108	140	3.68	I feel my possessions are secure
10	0	0	0	7	31	38	0	0	0	21	124	145	3.82	I feel safe when I am alone
11	0	0	4	24	10	38	0	0	8	72	40	120	3.16	I get the services I need
12	0	0	5	15	18	38	0	0	10	45	72	127	3.34	I would recommend this site or organization to others
13	0	0	10	21	7	38	0	0	20	63	28	111	2.92	This place feels like home to me
14	0	1	6	27	4	38	0	1	12	81	16	110	2.89	I can easily go outdoors if I want
15	4	9	19	6	0	38	0	9	38	18	0	65	1.71	I am bothered by the noise here
16	0	0	5	19	14	38	0	0	10	57	56	123	3.24	I can have a bath or shower as often as I want
17	0	0	0	8	30	38	0	0	0	24	120	144	3.79	I decide when to get up
18	0	0	2	4	32	38	0	0	4	12	128	144	3.79	I decide when to go to bed
19	0	1	11	15	11	38	0	1	22	45	44	112	2.95	I can go where I want on the spur of the moment
20	0	0	0	9	29	38	0	0	0	27	116	143	3.76	I control who comes into my room
21	0	1	7	9	21	38	0	1	14	27	84	126	3.32	I decide which clothes to wear
22	0	0	0	6	31	37	0	0	0	18	124	142	3.84	I decide how to spend my time
23	0	0	2	13	25	40	0	0	4	39	100	143	3.58	I am treated with respect by staff
24	0	0	4	23	13	40	0	0	8	69	52	129	3.23	Staff pay attention to me
25	0	0	0	11	29	40	0	0	0	33	116	149	3.73	I can express my opinion w/out fear of consequences
26	0	0	1	23	16	40	0	0	2	69	64	135	3.38	staff respect what I like and dislike
27	0	0	2	19	19	40	0	0	4	57	76	137	3.43	care/support I get help me live my life the way I want
28	1	6	23	10	0	40	0	6	46	30	0	82	2.05	Staff respond quickly when I ask assistance
29	1	1	12	19	7	40	0	1	24	57	28	110	2.75	This site staff respond to my suggestions
30	0	0	2	22	16	40	0	0	4	66	64	134	3.35	I get the health services I need
31	1	8	21	10	0	40	0	8	42	30	0	80	2.00	Staff have enough time fo rme
32	0	0	5	24	11	40	0	0	10	72	44	126	3.15	Staff know what they are doing
33	0	11	12	15	2	40	0	11	24	45	8	88	2.20	My services are delivered when I want them
34	0	2	4	26	8	40	0	2	8	78	32	120	3.00	Some of the staff know the story of my life
35	0	1	0	20	19	40	0	1	0	60	76	137	3.43	I consider a staff member my friend
36	1	1	3	13	22	40	0	1	6	39	88	134	3.35	I have a special relationship with a staff member
37	0	0	15	23	2	40	0	0	30	69	8	107	2.68	Staff take time to have a friendly conversation w/ me
38	0	0	4	31	5	40	0	0	8	93	20	121	3.03	Staff ask how my needs can be met
39	0	0	3	25	12	40	0	0	6	75	48	129	3.23	I have same nurse assistant on most weekdays
40	0	1	15	21	3	40	0	1	30	63	12	106	2.65	I have enjoyable things to do here on weekends
41	0	1	14	22	3	40	0	1	28	66	12	107	2.68	I have enjoyable things to do here on evenings
42	0	0	6	21	13	40	0	0	12	63	52	127	3.18	I participate in meaningful activities
43	0	1	1	17	21	40	0	1	2	51	84	138	3.45	I can participate in religious activities
44	0	1	5	22	12	40	0	1	10	66	48	125	3.13	Opportunity for time w/other like minded residents
45	0	1	9	26	4	40	0	1	18	78	16	113	2.83	Have opportunity to explore new skills and interests
46	0	1	13	15	11	40	0	1	26	45	44	116	2.90	Another resident here is my close friend
47	0	2	14	22	2	40	0	2	28	66	8	104	2.60	People ask for my help or advice
32	32	2	0	0	0	34	0	2	0	0	0	2	0.06	I have opportunities for affection or romance
49	1	0	6	22	11	40	0	0	12	66	44	122	3.05	It is easy to make friends here
50	1	0	7	19	13	40	0	0	14	57	52	123	3.08	I have people who want to do things together with me
43	68	338	844	668	1961		0	68	676	2532	2672	5948	3.03	

OVERALL SCORE

Community/Family Involvement

Westminster Towers (WTO) defines lifestyle and wellbeing through what we term the Eight Dimensions of Wellbeing which are: social, physical, emotional, lifelong learning, nutritional, community, vocational and spiritual. These eight focus areas guide our interaction in all events. Our monthly calendar of activities, or lifestyle events, takes each of these perspectives into consideration. In addition to this monthly calendar of events for residents that involve our community and family members we have several events specifically designed to bring community and families together utilizing different venues and themes. See some of these noted below.

Independent Living (IL) residents counsel, console, volunteer, serve, support and motivate skilled nursing residents in various ways. IL residents attend church service, sing, and celebrate with skilled nursing residents on a regular basis. IL residents share their experiences, their wisdom, their passions, and their talents with skilled nursing residents. Oftentimes the skilled nursing resident resided in the same building or neighborhood as the IL resident; through these exposures their friendships can remain just as strong even when a resident requires more care in skilled nursing care.

The skilled nursing care Activities Director coordinates live entertainment, outings, special events, socials, religious services, and partnerships with local hospice organizations to provide additional group services. The goal is to address spiritual, physical, social, cognitive, and emotional needs. The residents regularly participate in outings within the local community from going to the mall, eating out, or even to see Christmas lights. Residents utilize the It's Never 2 Late system daily to enhance physical and mental wellbeing. There has been a significant increase in the number of residents who participate in activities and are out of their rooms engaging with other residents. Residents have recently taken the initiative to establish a dining committee in addition to their regularly scheduled resident council meetings. The dining committee allows for collaboration between residents, dining, and activities to plan special meals monthly.

Several times during the year the Fitness Coordinator and her Assistant organize a "walk" (usually related to a Westminster Communities of Florida monthly theme or a nationally recognized themes such as Breast Cancer Awareness) in which residents of all three levels of care, team members and Leadership/Administration socialize together while walking the campus courtyard, listening to upbeat music, sipping something cool (or warm depending on the season) and eating healthy treats. Many independent living volunteers assist skilled nursing residents by pushing their wheelchairs, helping them with snacks and/or festive wear and engaging them in great conversation concerning the theme/event.

The Wellbeings (Wellness) Committee meets monthly to ensure that the MyWLife's (Westminster's branded wellness program) Eight Dimensions of Wellbeing (social, physical, emotional, lifelong learning, nutritional, community, vocational and spiritual) are represented in the variety of programs and events across all three levels of care. Their mission is: To help each resident as independent as possible for as long as possible, to give each resident a great reason to

Received
MAR 19 2024

Central Services

get up every morning and to give each team member a place where they are proud and excited to work.

Family Involvement/Feedback

Westminster Towers is also actively participating in a study, “Insider perspectives on quality-of-life indicators for long-term care: A modified Delphi Study”. The purpose of this study is to investigate quality of life in long-term care homes. This study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Board and the Social and Societal Ethics Committee at KU Leuven. A copy of the 4 page survey is included in this packet.

Community Outreach and Volunteering

Community Outreach and Volunteering is one of the key values of Westminster. We track volunteer hours of each resident and encourage team members to be active in volunteering. As a campus we average over 800 hours per month in community service. This includes all levels of care. Below are some of the service areas Westminster Towers is involved in.

Received
MAR 19 2024
Central Services

Westminster Towers Volunteer Assignments/Opportunities

- A Gift for Teaching
- Academic Center for Excellence OCPs
- Activity Advisory Committee
- Activity Support
- Administrative Support
- Adult Literacy League
- Advent Health Hospital for Children
- Biographical Editor
- Boys and Girls Club
- CAPS Knitting
- Central Florida Presbytery
- Christian Service Center
- Clean the World
- Clinical Nursing Students
- Disabled American Veterans
- Dr. Phillips Performing Arts Center
- ESOL Tutor
- Florida Navy Nurse Corps Association
- Give Kids the World
- Good Shepard Catholic Church
- Grace Medical Home
- Habitat for Humanity
- Keep Orlando Beautiful / Community Clean up
- League of Woman Voters
- Legal Aid
- Marine Corp League of Orlando
- Nathaniel's Hope
- Nursing Students / UCF
- Operation Gratitude
- Orange County Bar Association
- Orange County Regional History Center
- Orlando Day Nursery / Reading Pals
- Orlando Rotary Club
- Orlando Union Rescue Mission
- Outreach Love
- Pet Alliance of Greater Orlando
- Pet Therapists
- Pine Castle Women's Club
- Read 2 Succeed
- Rehab Therapy Students
- Ronald McDonald House
- Russell Home
- Second Harvest Food Bank
- Seniors First
- Society of St. Vincent de Paul
- United Against Poverty

Received
MAR 19 2024
Central Services

Westminster Towers

March 1, 2024

Westminster Towers continually strives to promote the connection of body, mind and spirit. It is within those intersections that we connect resident to resident, campus to community and clergy to all in our faith experiences. Since emotional and spiritual dimensions are an integral part of our overall well-being as humans, nurturing our faith-based care becomes one of the central themes of our campus life. To meet these goals we offer:

- **Bible studies:** men only, women only and combined. Some of these studies are led by the residents, some by the campus chaplain. BENEFITS: Bible studies nurture our resident's faith and provide opportunities for fellowship thus growing relationships.
- **Resident volunteers who visit residents within our health care setting.**
BENEFITS: This is a "win-win" situation for both the volunteers and residents as the volunteers provide a listening, pastoral presence to the residents. It also fulfills a deep need for purpose for the volunteer and provides much needed blessings for both.
- **A weekly Catholic mass celebrated by a priest from a local Catholic church.**
BENEFITS: Not only does this service enhance existing life-long connections to the resident's faith tradition, but for those who no longer drive or have a difficult time attending mass off campus, it provides vital spiritual nourishment. Additionally, communion is provided to those in our Health Center who are Catholic but are not mobile enough to attend the mass.
- **Pastoral visits from area clergy**
BENEFITS: As many of our residents are members of local congregations, we encourage local clergy or their designated leaders, to visit their congregants on campus. This may be within

Received

MAR 19 2024

Central Services

the home or in our medical settings. We also maintain a strong relationship with area hospice agencies and our campus chaplain is a resource for their chaplains as they visit residents.

- **Chaplain hospital and hospice visits**

BENEFITS: Our campus chaplain visits our area hospitals and hospice facilities to extend pastoral care to our residents. To be in a place that is unfamiliar can be unsettling. A visit from a familiar face not only provides an additional layer of comfort but lets the resident know how much our campus cares for them.

- **Assisted Living**

BENEFITS: The chaplain leads a weekly music group with the residents in Assisted Living. Christian hymns as well familiar secular songs uplift the spirits of the residents and give them a format to actively engage in their environment. Memories are brought forth and shared as music touches their lives. The residents have developed a trusting relationship with one another and feel safe to share stories and life experiences as they learn from one another.

- **Chaplain Pastoral Counseling**

BENEFITS: Though not a professional counselor, the chaplain is available for residents and their families as well as staff to schedule one on one visits. Her availability allows individuals to have their concerns listened to so they know they matter and are cared for in the campus community.

- **Chaplain Campus Blessings**

BLESSINGS: The chaplain is available and has blessed several areas on campus. There is a deep spiritual connection between a home and the feeling of safety and security. This sacred time offers an opportunity for the chaplain to visit various campus areas and those spaces. The chaplain conducts a yearly campus blessing to

Received
MAR 19 2024
Central Services

begin each New Year. An annual blessing of the pets is conducted each fall. The chaplain also provides a blessing of the hands in the Skilled Nursing Facility.

- **Memorial Services**

BENEFITS: As a continuing care retirement community, our campus becomes the final home for most of our residents. Many have been transplanted from other communities and even other states. To have a pastoral presence at end of life is a vital way that we extend the ministry of Christ. Our campus provides an annual memorial service for all who have passed away during the year. Families and friends are invited to attend. This is an important outlet to express grief not only for the deceased resident's family members but for their neighbors on campus. Residents participate with music and speaking. These events give a chance for final good-byes by family as well as for neighbors and friends as well. They mark a conclusion to lives well lived.

The chaplain is sometimes invited off campus to perform graveside services and/or services in area funeral homes. This is simply part of the ministry provided by the chaplain and is a gift to the family.

- **One-on-One Resident Visits**

BENEFITS: Since many residents move to our campus from outside the immediate area, the chaplain become their pastor. They trust and confide in the chaplain and they know she has the gift of time to spend with them. This holds true for family members who are struggling with issues of faith and health concerns for their loved one. As the chaplain is a full-time employee, many visits are impromptu. These are of as much value as scheduled visits.

- **Yearly Special Events**

BENEFITS: Throughout the year the chaplain leads special services to enhance the lives and faith of the residents. Examples

Receiver

MAR 19 2024

Central Service

include: a renewal of wedding vows on Valentine's Day, campus-wide imposition of ashes for Ash Wednesday, Holy Week services, a sunrise service on Easter Sunday, outdoor Earth Day celebration and service, observance of Patriot's Day and Veteran's Day. A Thanksgiving Eve service is offered and attended by numerous residents as is our Christmas Eve service. A special display is created during the holidays to celebrate Hanukkah, Christmas and Kwanzaa.

- **MyWLife**

BENEFITS: Our campus is blessed to host a platform called MyWLife which enables users to post slides and videos to air on resident televisions and in common areas throughout the facility. The chaplain post information using this outlet.

- **Meeting Life for the Chaplain**

BENEFITS: As the spiritual leader on campus, the chaplain attends weekly Leadership team meetings providing prayer and support for the team. She also attends monthly meetings to create and plan campus-wide activities which include those of a faith-based nature. She keeps updated on the status of residents who must transfer from home to hospital to rehab to home as needed. Developing relationships on a daily basis through groups, one on one conversations, home visits and attending campus-wide activities allows residents to connect routinely with the chaplain. Thus, when a health or life crisis develops, she is a resource to whom they can turn. These connections build relationships and resilience among the community ensuring those who live on the campus that they are loved and important.

The effectiveness of spiritual care can be a challenge to measure; different than nursing or housekeeping or maintenance. However, the ultimate goal in spiritual care is to facilitate the healing ministry of Christ. In the above example Westminster Towers succeeds in this goal. Within numerous faith traditions the characteristics found in the biblical "fruits of the spirits" love, joy, peace,

Received

MAR 19 2024

Central Services

30

forbearance, kindness, goodness, faithfulness, gentleness and self-control are given room to grow on our campus. The chaplain promotes them and so do the residents to one another and as they reach out into the community connecting to family, friends and faith.

Received
MAR 19 2024
Central Services

Stable Work Force

Efforts to maintain a stable workforce and to reduce staff turnover of Licensed Nurses and CNA's

PROFESSIONAL GROWTH & DEVELOPMENT FOR STAFF

Westminster Towers strives to promote growth and ongoing educational and career development opportunities for all team members. Team members are encouraged to attend conference workshops where they receive training, earn continuing education credit as well as professional certifications. In addition, front line and clinical team members are encouraged to obtain further education to increase their skills and expertise. This can be through on-site in-service educational opportunities, including training for specific clinical practice areas and team leadership. All team members have opportunities to participate in these programs. We at WTO consider this to be one of the many reasons staff chose to serve the residents of WTO.

- *Key Team members Attending Leading Age Florida-sponsored conferences:*
 - Executive Director
 - Nursing Home Administrator
 - ALF Administrator
 - Director of Nursing
- *Infection Prevention Certification Program:*
 - Director of Nursing – Patrice Pappalardo
 - Assistant Director of Nursing – Rodney Lutchman
- *Resident Assessment Coordinator Certification Program:*
 - MDS Coordinator – Tricia Sassano
- *Certified Professional in Aging Services Risk Management (CPASRM)*
 - Nursing Home administrator – Lesly Mompont

Team members are offered professional development opportunities through:

- WTO Foundation resident funded Scholarship program.
- Free Relias CEU training on site and on-line
- Enrollment in CE Broker to track CEU's and licensure and to identify CEU opportunities for licensed staff.
- On-site in-service educational opportunities through approved vendors and clinical partners.

Benefits:

- Reduced team turnover
- More creative approach in geriatric care giving..
- Trained team members and co-workers who demonstrate and teach best practices..

Received

MAR 19 2024

Central Services

Michael Antonio / Therapy Program Manager – 10 Yrs

Michael has been the Therapy Program Manager at WTO for 10 years. He obtained his Doctorate of Physical Therapy in 2016. Michael has been instrumental in elevating the physical therapy program to a new level of excellence. Because of this dedication and skill, he now shares his expertise with our sister campuses as Director of Rehab Services.

Joan Cooke / CNA – 26 Years

Joan has been a CNA here at WTO for 26 years. She attributes her commitment to WTO and its residents is because of the quality of care that WTO provides for its residents. Joan has developed strong relationships with residents and team members here at WTO.

Joan's long term status with WTO has afforded her the ability to grow as a CNA by gaining more experience and practical skills.

Ann Taylor / LPN – 14 Years

Ann started her career at WTO as a CNA. In 2016 she became a Licensed Practical Nurse. Ann has been an integral part of our WTO Skilled Nursing team. Ann is committed to providing the best care to our residents and her longevity proves her commitment to our campus. She also enjoys the diversity of working with many residents from all backgrounds and cultures.

Barbara Stephens / Laundry Aid – 21 Years

Barbara's compassion and commitment to our residents is well known at WTO. Our residents and team members greatly appreciate her kindness and dedication. Barbara has raised her children while serving our residents over the last 21 years. She is proud to see both of her children in college. Her longevity and dedication is greatly appreciated by residents, team members and families.

Receiver
MAR 19 2024
Central Service

WESTMINSTER TOWERS ORLANDO 50
 TURNOVER/RETENTION REPORT WORKSHEET
 FROM 01/01/2023
 TO 12/31/2023

DESCRIPTION	ADP CODE	BEG EMP	HIRED	TERMINATED	END EMP	EMPLOYED OVER 1 YR	TERMINATED GREATER THAN 3 MONTHS	CURRENT PERIOD	
								RETENTION	TURNOVER
NURSING SERVICES DIRECT CARE:									
RN DIRECT CARE	3060	9	16	9	16	7	4	43.75%	25.00%
RN DIRECT CARE WEEKEND PLAN	3160	0	0	0	0	0	0	0.00%	0.00%
WOUND CARE RN	3360	0	0	0	0	0	0	0.00%	0.00%
RESTORATIVE RN	3560	0	0	0	0	0	0	0.00%	0.00%
RN PILB DIRECT CARE	5260	2	2	3	1	0	2	50.00%	200.00%
LPN DIRECT CARE	4060	6	7	3	10	5	1	50.00%	10.00%
LPN DIRECT CARE WEEKEND PLAN	4160	0	0	0	0	0	0	0.00%	0.00%
WOUND CARE LPN DIRECT CARE	4360	0	0	0	0	0	0	0.00%	0.00%
RESTORATIVE LPN DIRECT CARE	4560	0	0	0	0	0	0	0.00%	0.00%
LPN PILB DIRECT CARE	5360	0	0	0	0	0	0	0.00%	0.00%
CNA DIRECT CARE	5060	59	20	18	61	54	7	88.52%	11.48%
CNA DIRECT CARE WEEKEND PLAN	5160	0	0	0	0	0	0	0.00%	0.00%
CNA PILB DIRECT CARE	5460	0	0	0	0	0	0	0.00%	0.00%
RESTORATIVE CNA DIRECT CARE	5560	0	0	0	0	0	0	0.00%	0.00%
GRADUATE AIDE DIRECT CARE	5760	0	0	0	0	0	0	0.00%	0.00%
TOTAL DIRECT CARE	DC	76	45	33	88	66	14	75.00%	15.91%
TOTAL REGISTERED NURSES	RN	11	18	12	17	7	6	41.18%	35.29%
TOTAL LICENSED PRACTICAL NURSES	LPN	6	7	3	10	5	1	50.00%	10.00%
TOTAL LICENSED NURSES	LN	17	25	15	27	12	7	44.44%	25.93%
TOTAL CERTIFIED NURSING ASSISTANTS	CNA	59	20	18	61	54	7	88.52%	11.48%

Employee Turnover

GL Dept	Begin Count + Hires/Rehires	Terminations + Transfers In	Transfers Out =	End Count	Average Headcount	Number of Separations	Turnover Rate
Westminster Towers Orlando	289	7	6	1	289	7	2.4%
Admin Operations	11	0	1	0	10.5	1.0	9.5%
Assisted Living	34	0	0	0	34	0.0	0.0%
Dining Services	46	6	0	0	49	0.0	0.0%
Dining Services Cafe	1	0	0	0	1	0.0	0.0%
Housekeeping	30	1	0	0	31	0.0	0.0%
Maintenance	26	1	0	0	27	0.0	0.0%
Nursing	108	1	1	0	108	1.0	0.9%
Resident Services	26	3	0	0	27.5	0.0	0.0%
Therapy	24	0	0	0	24	0.0	0.0%
Wellness Services	3	0	0	0	3	0.0	0.0%

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MAR 19 2024

Central Services

Targeted In Services

At WTO in services and reeducation opportunities are provided to team members at least monthly and routinely as needed. Our in services are targeted to satisfy regulatory requirements and team needs and include in services reviewed and approval annually through the QAPI committee with support from our Medical Director. These educations and trainings help ensure team members are aware of the latest rules and regulations while sharpening their clinical skill set.

Upon hire team members must complete a structured and guided onboarding education through our learning platform called Relias. Throughout the year all other team members receive a wide range of in-services covering topics such as hydration, falls, pain management, pressure ulcers and respiratory care. Honoring and preserving resident rights is very important to us and we review this while being creative in our educational approaches.

The return demonstration approach is also used to train and to reeducate team members on how to properly use medical equipment such as Hoyer lifts, IV pumps and bladder scans. Our therapy department also collaborates with our nursing team to provide transfer training and training and how to prevent contractures. We also partner with our Hospice providers to review end of life care and to offer support for families who are having a difficult time with the loss of a loved one. Below are topics included in our 2024 Relias Training and our 2024 Education Calendar as approved by our QAPI Committee. Relias Online Training is one of the training tools WTO employs. The goal with Relias training is to have curriculum that is presented in a detailed and interactive format then for this information to be validated with a test to ensure understanding and retention of the training content. Included find the detailed Relias courses for team members during onboarding and annually. Additionally, WTO has career Pathways available that can be completed for learning or career development. We have many team members who have found greater fulfillment in career advancement opportunities. Whether they are looking to become certified, licensed or registered, or become an assistant, generalist or supervisor, all with the support of Westminster Towers and the Westminster Retirement Communities Foundation. Certified nursing assistants may become nurses, servers may become supervisors, and department heads may become department directors. Employees enjoy a variety of opportunities for development, from internal promotions and training classes we run, to our tuition reimbursement program, to the opportunity to apply for resident-supported scholarships.

Received

MAR 19 2024

Central Services

Relias Training 2024

LPC New Hire All Staff Day One

Module	Code	Hours
Infection Prevention	REL-SRC-0-ICP	1.0
Residents Rights	REL- PAC-0-URR	1.0
Abuse and Neglect	REL-ALL-0-PRRA	.5
Life Code Safety Basics	REL-SRC-0-LSCB	1.0
Managing Adverse Events	REL-PAC-0-MADVI	1.0
Understanding Elopement *	REL-PAC-0-UWE	.75
HIPAA: The Basics	REL-PAC-0-HBAS	.5
Cultural Competence	REL-ALL-0-CDIV	.5
Alzheimer's and Dementia	DEA 2023 ***	1.0
Advance Directives *	REL-ALL-0-AAD	.5
10 Modules		7.75

*Supplement with campus specific training in New Hire Orientation

LPC Orientation 30 Days ALL Staff (No SNF)

Module	Code	Hours
Customer Service	REL-ALL-0-PCSERV	.25
Preventing Accidents	REL-ALL-0-PREMA	1.0
Hazardous Chemicals	REL-ALL-0-HCTESS	.5
HIV AIDS	REL-ALL-0-HAFLHP	1.0
Fire Safety *	REL-CV-0-FSTB	.5
Sexual Harassment	REL-AII-0-SHWENK	.5
Basics of PPE	REL-ALL-0-BPPE	.5
Blood Borne Pathogens *	REL-ALL-0-UBBPath	.75
8 Modules		5.0 Hours

LPC Maintenance New Hire First Day

Module	Code	Hours
Lock Out Tag Out *	REL-ALL-0-LOTOP	.25
1 Module		.25 Hours

*Supplement for All Staff New Hire Orientation

Received
MAR 19 2024
Central Services

LPC AL and Nursing Dept New Hire

Module	Code	Hours
Handling Food Safety	REL-PAC-0-HFSP1	1.0
1 Module		1.0 Hours

LPC Orientation SNF Only 30 Day

Module	Code	Hours
Customer Service	REL-ALL-0-PCSERV	.25
Hazardous Chemicals	REL-ALL-0-HCTESS	.5
HIV AIDS	REL-ALL-0-HAFLHP	1.0
Fire Safety	REL-CV-0-FSTB	.5
Sexual Harassment	REL-AII-0-SHWENK	.5
Basics of PPE	REL-ALL-0-BPPE	.5
6 Modules		3.25

LPC ALL Staff Annual Training (NO SNF)

Module	Code	Hours
Customer Service	REL-ALL-0-PCSERV	.25
Understanding Elopement	REL-PAC-0- MANEL	.5
Fire Safety	REL-CV-0-FSTB	.5
Infection Prevention	REL-SRC-0-ICP	1.0
Residents Rights	REL- PAC-0-ERR	.5
Preventing Accidents	REL-ALL-0-PREMA	1.0
HIPAA: The Basics	REL-PAC-0-HBAS	.5
Blood Borne Pathogens	REL-ALL-0-UBBPATH	.75
Abuse and Neglect	REL-ALL-0-PRRA	.5
Hazardous Chemicals	REL-ALL-0-HCSDL	.5
Disasters/Emergency	REL-ALL-0-NDWEO	.5
Dementia Behaviors	REL-PAC-0-DCCB	.1.0
Cultural Competence	REL-ALL-0-CDIV	.5
13 Modules		8.0

Received
 MAR 19 2024
Central Services

ALL CNA Bi-Annual Training

Module	Code	Hours
Med Record Document	REL-ALL-0-MRDLICNA	1.0
Domestic Violence	REL-SRC-0-DVAHP	2.0
2 Modules		3.0 Hours

LPC ALL SNF Annual Training

Modules	Code	Hours
HIV AIDS	REL-ALL-0-HAFLHP	1.0
HIPAA: The Basics	REL-PAC-0-HBAS	.5
Abuse and Neglect	REL-ALL-0-PRRA	.5
Managing Adverse Events	REL_PAC-0-MADVI	.75
Hazardous Chemicals	REL-ALL-0-HCTESS	.5
Dementia Behavior	REL-PAC-0DCDCS	.5
Fire Safety	REL-CV-0-FSTB	.5
Life Code Safety Basics	REL-SRC-0-LSCB	1.0
Infection Prevention	REL-SRC-0-ICP	1.0
Blood Borne Pathogens	REL-ALL-0-UBBP	.75
Disasters/Emergency	REL-ALL-0-NDWEO	.5
Residents Rights	REL- PAC-0-URR	1.0
Effective Communication	REL-ALL-0-EFFCOM	.25
Biomedical Waste	REL-ALL-0-BWM	.5
Understanding Elopement	REL-PAC-0-UWE	.75
Behavioral Health	REL-PAC-0--BHEA	1.0
16 Modules		11.0 Hours

LPC SNF CNA Annual Training

Modules	Code	Hours
Mobility	REL-PAC-0-RNMCNA	1.0
Safe Transfer	REL-ALL-0-TRSA	.25
Positioning and ROM	REL-PAC-0-RNPRNA	.75
Pressure Injuries	REL-PAC-0-PPI	1.0
Dining and Feeding	REL-PAC-0-RPDFCNA	1.0
Bowel and Bladder	REL-PAC-0-RNBBCNA	1.0
Dressing Grooming Bath	REL-PAC-0-DGBCNA	1.0
Customer Service	REL-ALL-0-PCSERV	.25
8 Modules		6.25 Hours

Received
 MAR 19 2024
Central Services

LPC SNF Memory Care Annual

Module	Code	Hours
FL Alzheimer's	REL-PAC-0-FADRDNHH	3.0
1 Module		3.0 Hours

LPC AL CNA Annual Training

Modules	Code	Hours
Transferring Safely	REL-ALL-0-TRSA	.25
1 Modules		.25 Hours

LPC Memory Care Training

Modules	Code	Hours
FLADR-Level 1 (90 days)	REL-PAC-0-FLADR1	4.0
FLADR-Level 2 (270 days)*	REL-PAC-0-FLADR2	4.0
2 Modules		8.0 Hours

LPC Licensed Annual Training

Modules	Code	Hours
Advance Directives	REL-ALL-0-AAD	.5
Antibiotic Stewardship	REL-PAC-0-PAS	1.0
2 Modules		1.5 Hours

LPC Trauma Informed Care Licensed 90 days and Annual

Modules	Code	Hours
Trauma Informed Care	REL-PAC-0-ATIC	1.0
1 Module		1.0 Hours

LPC All Staff Annually

Modules	Code	Hours
WCoF Ethics/Compliance	Mega2019	.5
1 Module		.5 Hours

Received
 MAR 19 2024
 Central Services

I. Best Practices

1.(1) Resident Satisfaction

- (1a) Guardian Angels
- (1b) Concern/Grievance Resolution
- (1c) NHA and DON Rounding

1.(2) Nursing Quality Initiatives

- (2a) PDSA model for Process Improvement
- (2b) Weekly SOC Meeting
- (2c) SBAR and Physician Collaboration
- (2d) Sunshine calls for discharged residents

1.(3) Dining Initiatives

- (3a) All Hands on Deck Dining
- (3b) Scratch Kitchen

1.(4) Resident Centered Programs

- (4a) Pet Therapy
- (4b) Volunteer Program
- (4c) It's Never too late
(IN2L)
- (4d) Facetime calls with family
- (4e) Continuous Learning
- (4f) Dining and Social Activities

1.(5) - WTO Educational Institution for Rehab Students

- (5a) Rehab Student Intern Program

1.(6) - Human Resources

- (6a) Scholarship Committee

I.1 Resident Satisfaction

I.(1a) Guardian Angels

At WTO customer service and patient centered care is at the center of everything that we do. Everyday our industry continues to overcome many challenges and misconceptions about skilled nursing. Residents admitting to a skilled nursing center for the first time may experience anxiety, depression and sometimes even frustration. Through our "guardian angel" program each resident is assigned a member of our key personnel team as their "guardian angel". The guardian angel

Received

MAR 19 2024

Central Services

takes responsibility for helping the resident get acclimated during their stay with us. The guardian angel visits the resident everyday for the first 3 days of their stay and then weekly.

Should the resident have a concern the guardian angel spearheads the resolution. Communication between facility and family is sometimes filtered through the guardian angel as this is the person who normally has established the best rapport with the resident and their families. Upon discharge the guardian angel collaborates with the IDT to ensure a smooth and safe discharge.

I.(1b) Concern/Grievance Resolution

While we make every effort to deliver the best patient experience to everyone we service, we have a concern/grievance protocol for times when we are not able to immediately resolve an issue. Upon admission every resident is made aware of their right to file a concern without any fear of retaliation. Any team member can document a concern on behalf of the resident and concern forms are made accessible throughout the facility. Concerns are reviewed daily in our morning meeting and are expected to be resolved within 72 hours of receiving. Our resident council committee meetings also provide a platform where residents can bring more general concerns forward and a resolution is provided to the council committee by the next meeting.

I.(1c) NHA and DON Rounding

The NHA and DON rounds daily to meet new residents, follow up on matters with existing residents and to be visible and accessible to front line staff. During these rounds residents are asked about treatment from staff, pain and discomfort, dining concerns and what can be done for an excellent experience. It is important that every resident feels that his or her is being heard and that staff is honoring each resident's rights. It is through these rounds that nursing leadership identify areas of opportunity and provide educations according to trends reported during rounds. NHA and DON rounds also provide an opportunity to celebrate the staff as residents often are very complimentary of a specific team member who went above and beyond during their stay with us. Team members also have shared that it is refreshing to see an NHA and DON who are visible and invested in patient outcomes.

1.(2) Nursing Quality Initiatives

I.(2a) PDSA Model for Quality Improvement

At WTO we utilize the Plan DO Study Act process improvement model as our primary tool to track and drive process improvement. This 4-step model for problem solving has helped us improve resident outcomes and perform on a high level during regulatory surveys. During our monthly QAPI meeting, departments managers will report on a metric that needs improvement and the committee members will provide feedback and insight that can help expedite consistency in meeting the desired goal.

While the PDSA model guides us through process improvement, at WTO we subscribe to and utilize Senior Quality Leap Initiative (SQLI) to benchmark our performance data and improve our quality outcomes. SQLI allows us to benchmark our data against facilities within our organization, facilities within our state, regional and even the National level. One quality

Received

MAR 19 2024

Central Services

indicator we've made improvements in is Fall Reduction. (See Attached Graph Weight Loss) In Q2 of FY 2023 WTO experienced a peak in resident weight loss. Weight loss from July 2023 to August 2023 showed an increased amount as multiple residents upon risk analysis were observed to experiencing unanticipated weight loss. Our Certified Dietary Manager led the clinical team through a thorough review of our weight loss incidence and worked on establishing a protocol and initiated weight loss risk assessments to include monitoring meal intake and self-feeding ability. Using our PDSA model we were able to identify several factors including the fact that team members were not being updated consistently regarding residents' weight, and opportunities for additional education for team members. This also allowed us to be proactive with intervention such as the establishment of a "Smiley Face" program that started in September of 2023. Residents identified with significant weight loss or continued gradual weight loss gets a "Smiley Face" stamped on their meal tickets. They were also placed on weekly weights and tracked until weight stabilized or improved to ideal body weight. Through collaboration with our physician, we discontinued and provide appropriate meal alternatives to help boost residents' meal intake. Team members were very appreciative of this education as the education also included innovative way of recognizing residents who were at risk through the "Smiley Face" stamped meal tickets, that also maintained resident dignity in practice.

In Q3 of FY 2023 our incidence of weight loss improved significantly as shown in attached weight loss summary report. The "Smiley Face" program was adopted through QAPI and remains effective in guiding expected outcomes. We celebrated this accomplishment with pizza and give aways for our team members and everyone had a great time. Through the PDSA process, by implementing during this period of focused monitoring from September – December 2023, we observed after reviewing the 4-month period that when we properly communicate residents' weight loss concerns to team member and provided an effective form of communication with the implementation of the "Smiley Face" program, it increased the likelihood of a positive outcome.

Another quality indicator we've made improvements in is "healthcare associated infections" (See Attached Graph Healthcare Associated Infection Summary Report by Resident Days) At the beginning of Q3 FY 2022, during our monthly QAPI meeting, a sudden increase in total infections per 1000 resident days to 5.28 and use of antibiotics. We proceeded to review the data and initiated a PDSA to improve our performance in infection control and procedures. In collaboration with our physicians, our DON and nursing leaders provided education to the nursing team on antibiotic stewardship. We reviewed our protocols and staff learned to report if they are having any symptoms and to wear proper PPE. Team members are to also be observant for signs and symptoms that warrant the generation of a STOP and Watch for residents complaining of flu-like symptoms to include persistent coughing, sneezing, frequent urination, increased confusion, decreased appetite, and abnormal vital which can all be a sign of possible infection. We partnered with our physicians to engage in weekly as opposed to monthly review of our antibiotic therapy program. We intensified team member monitoring for use of proper PPE. In applying these monitoring and control measures we observed a rapid decline in our total infections. Any residents who were identified as high risk for for repeated UTIs were placed on prophylactic interventions as appropriate. As a result of these interventions our healthcare associated infections by resident days in Q4 2023 decreased significantly. During our Monthly Team Meeting (MTM) our Corporate Leadership team reviewed this data and praised the WTO team for our achievements and significant improvement in pain management.

Received

MAR 19 2024

Central Services

I.2(b) Weekly SOC (Standards of Care)

-WTO works hard to achieve the best resident outcomes. Our weekly standards of care meeting focuses on a few quality indicators that are resident specific. Included in these meetings are nursing leaders, the director of rehab, MDS nurse, dietician and the social worker. During the meeting we discuss residents who in the past 7 days have fallen, receiving antibiotics, receiving psychotropic medication, residents with nutritional risk and residents receiving therapy services.

*Falls- review interventions and care plan

*Antibiotics-verify stop dates and appropriate diagnoses

*Psychotropic medication- review diagnoses, behavior modification, trial gradual dose reduction

Nutritional risk- weight loss, need for adaptive equipment, review diet

*Therapy services- progress, anticipated discharge date and any barriers to discharge

I.2(c) SBAR and Physician Collaboration

-WTO utilizes SBAR as effective way of communicating verbally and through written communication of critical resident events between facility doctors and nurses. The SBAR tool provides essential, focused, and concise information that allows the nurse and the physician to make recommendations, initiate interventions of how to move forward with resident care. This tool helps WTO be successful and improve resident care. -SBAR and Physician Collaboration: Cardiologist, Dermatologist, Podiatrist and Audiologist -At WTO the nursing team collaborates with the specialist on a monthly basis or whenever an abnormality is identified. The specialist MD works with nursing team based on appropriate interventions. We meet monthly in our QAPI meetings to discuss opportunities. During COVID our Medical Director was very involved with medication regimen and respiratory protocol. Our Podiatrist played a key role in helping reduce falls as she provided vision screening for many residents. Physician collaboration is extremely important achieving outcomes and we enjoy celebrating our successes with our physicians.

I.2(d) Sunshine Calls

-Three days after a resident is discharged our social worker gives the resident or responsible party a call to verify that the resident is doing well, followed up with their physician and are receiving home health and DME if applicable. This allows our social worker to intervene and coordinate additional resources if necessary for the resident to be successful in their return to the community. We have found that these sunshine calls help in maintaining rapport with residents post discharge and also decreases the potential for rehospitalization.

I.3)- Dining Initiatives

I.(3a)-All hands on Deck dining

At WTO we have an all hands on deck approach to dining. For all 3 meals breakfast lunch and dinner, members of the leadership team and key personnel assist with the meals. The goal is to

Received

MAR 19 2024

Central Services

create a fine dining experience for the residents. Soothing music is being played and tables are set according to the season and theme for the month. Residents are escorted to the dining room and while awaiting the main entree members of the leadership team are offering soups and salads while others are verifying orders. Residents are then served a freshly prepared meal from a scratch kitchen. The all hands on deck approach demonstrates teamwork among leadership team and front line staff. Residents enjoy the experience as the team consistently create a restaurant style atmosphere where residents are catered and keep returning because of great food, great ambiance and great service.

I.(3b) Fine Dining Experience

Westminster Towers offers fun filled monthly events which include, Sunday brunch, Dinner Under the Stars, and weekly breakfast specials, fresh bagels and breads, fresh fruits, & home made waffles. Accomplishing this task through a scratch kitchen, well thought out corporate seasonal menus, with an amazing dining team. Our "Chef's Table" is featured monthly and menus are offered at lunch and dinner, along with tasteful specials for the residents to enjoy. Our talented committed culinary team are one of the most important resources in our service commitment to our residents. The genuine care, comfort, and upscale dining experience for our residents is our highest mission.

The benefits of the fine dining experience include great customer service, great food, and warm ambience which are immeasurable to our residents and family members. Following our strategic dining plan of great food, great service, great people, and happy residents is our guiding beacon to follow.

I.(4) Resident Centered Programs I.(4a)-

Pet Therapy

Research has shown how beneficial pet therapy can be to the elderly. The Health Center Activities Department offers pet therapy as a part of our monthly programming. We have pet therapy offered through our partnership with Pet Partners and have 2 therapy dogs that visit our residents on a rotating basis. Residents can engage with pets, give commands, treats, and spend time with each pet that visits. Health benefits include lowering blood pressure, lowering heart rate and reducing overall stress. Residents who take part in pet therapy also experience reduced anxiety, depression, and loneliness.

Eldergrow

Westminster Towers is participating in a 3-year CMS approved nursing home grant with the Eldergrow Garden Project. WTO was the recipient of the Happiest & Healthiest Garden Award. It is obvious that our residents and team members put a lot of care into maintaining the garden as seen below:

Receiver

MAR 19 2024

Central Services



I.(4b) Volunteer Program

The Westminster Towers Health Center is proud of the 1:1 volunteer program that has been built to support the Health Center dementia care residents. Volunteers go through an extensive training on dementia and elder care. Once training is complete, they are matched with residents that have similar interests as them to provide 1:1 companionship. The volunteers do weekly or monthly visits where they take residents outside around campus, to the library, read books or the newspaper, paint their nails, sit and talk or sing with the residents, and even visit with those that do not have family during the holidays. In addition to this, Independent Living residents at Westminster Towers volunteer to arrange and deliver flowers, donated through our partnership with our local florist, to all residents in the Health Center. This 1:1 volunteer approach has created an environment where volunteers empathize with the resident's, but also remain dedicated to helping them feel safe, secure and valued with a positive and loving attitude. Our residents find value in the services provided through our volunteers as it promotes psychosocial well being and it provides support for residents with more specialized needs.

I.(4c) It's Never Too Late (IN2L)

The Westminster Towers Health Center is a proud recipient and participant in the iN2L "INSPIRE" grant project through Leading Age Florida. We have participated since October of 2021 and are proud to be one of the 18 senior living communities participating in this project. This program has allowed us to integrate fun, relevant and sustainable programming that 'is innovative, rewarding and enriches (INSPIRE) the lives of all our residents through the implementation of this engagement technology with access to thousands of experiences and life-enriching activities. The goals of the project are to 1) increase Quality of Life and 2) reduce social isolation. Both of which, we are continuing to see improvement in since the implementation of this technology. Residents find a lot of joy in IN2L as it promotes social interaction with other residents and families and residents remain engaged in person centered activities.

Received
MAR 19 2024

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I.(4d) Facetime Calls with Families

Throughout the pandemic, Westminster Towers Health Center continuously provided Zoom and Facetime calls to allow family members to continue to interact with their loved ones during times of quarantine and shut downs. The entire interdisciplinary team participated in ensuring these calls were completed as scheduled and families were kept up

Since the pandemic, CDC and AHCA guidelines have returned to a more pre-pandemic state. The activities team continues to do weekly zoom and Facetime calls with families and friends of our residents who do not have relatives close by. This service allows for more frequent communication to help residents remain connected to their family members and friends. The activities department also utilizes the live transcription feature through Zoom for residents that may be hard of hearing. This adaptation of transcription has been especially beneficial for both the residents and their families to have more enjoyable conversations. The use of facetime and zoom has really helped with combating the effects of loneliness and isolation through the pandemic and post pandemic.

1.(4e) Continuous Learning

The Health Center Activities Department believes in continued learning and cognitively stimulating programs. Residents participate in 1:1 visits to our Health Center library to check out a variety of donated reading materials. Residents also participate in weekly Trivia, Word Games, and Scrabble Tournaments. All these programs promote continued learning and increased cognitive stimulation.

1.(4f) Dining and Social Activities

As part of our monthly activities programming, the Health Center Activities Department has partnered with Dining Services to offer monthly and weekly socials involving freshly made goodies such as tacos in a bag, cookies, and root beer floats to name a few. Monthly socials are specialized meals where residents can invite family and friends to have a meal with them. The monthly socials all have themes. We have had a 50s diner, Valentine's Day, Luau, and Christmas themed meals to name a few. All socials consist of themed music, menu, food, and decor. Residents and their guests are served restaurant style and they appreciate this approach of customer experience. For weekly socials, residents have the option to meet in the activities room to mingle with other residents or we do door to door visits offering the variety of different goodies. The residents appreciate this and always look forward to what they will have the following week.

1.(5)- WTO Educational Institution for Rehab Students

1. (5a) Rehab Student Intern Program

Since 2020 Westminster Towers has been working together with Virtusense AI, technology company in the forefront of fall prevention through technological devices. Virtusense was founded to develop a tool that could proactively identify fall-risk in older adults. Our first product, VSTBalance, did exactly that. Using artificial intelligence and machine vision, VSTBalance was able to objectively conduct evidence-based assessments and compare results to population norms to reliably measure fall-risk. Falls are a major concern for many older adults, not only because of the risks of physical injury, but also due to the potential impact on their independence and quality of life. While fall prevention itself is a crucial aspect of

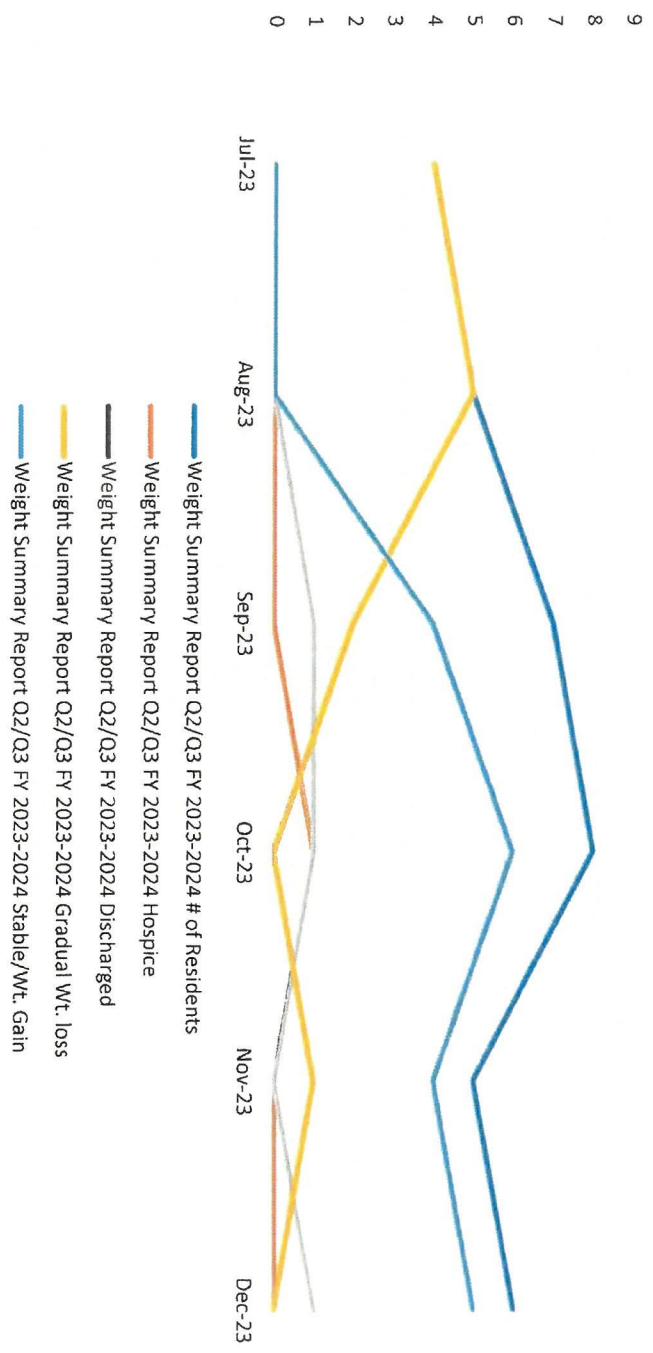
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maintaining the safety and well-being of older adults, fall risk analysis is also an important piece of the puzzle. Since working with Virtusense, WTO has reduced falls not only in nursing care but campus wide.

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Weight Summary Report Q2/Q3 FY 2023-2024					
Month	# of Residents	Hospice	Discharged	Gradual Wt. loss	Stable/Wt. Gain
Jul-23	4	0	0	4	0
Aug-23	5	0	0	5	0
Sep-23	7	0	1	2	4
Oct-23	8	1	1	0	6
Nov-23	5	0	0	1	4
Dec-23	6	0	1	0	5

Weight Summary Graph Q2/Q# FY 2023-2024



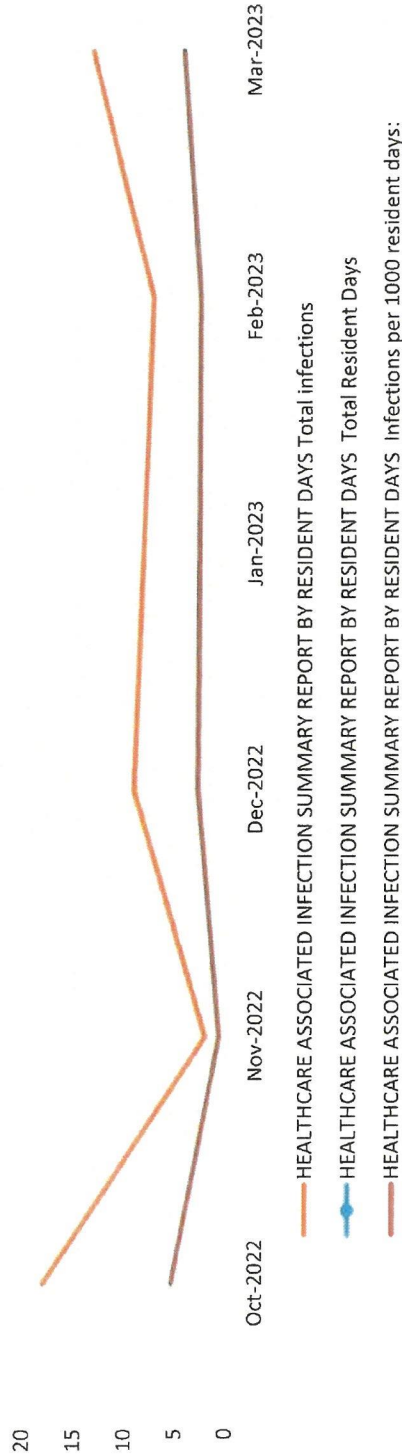
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HEALTHCARE ASSOCIATED INFECTION SUMMARY REPORT BY RESIDENT DAYS			
Month	Total infections	Total Resident Days	Infections per 1000 resident days:
Oct-2022	18	3405	5.286343612
Nov-2022	2	3326	0.60132291
Dec-2022	9	3309	2.719854941
Jan-2023	8	3171	2.52286345
Feb-2023	7	2948	2.37449118
Mar-2023	13	3284	3.958587089

Infection Summary Graph By Resident Days



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