

Gold Seal Staff Analysis for WESTMINSTER PALMS

Background Info

NH Name	WESTMINSTER PALMS	Nominator Name	Steve Bahmer, President
NH Addr	830 North Shore Drive NE	Nominator Addr	1812 Riggins Road, Suite 1
NH City	St. Petersburg	Nominator City	Tallahassee
NH Zip	33701-	Nominator Zip	32308-
NH Voice	(727) 894-2102	Nominator Voice	(850) 671-3700
NH Fax		Nominator Fax	(850) 671-3790
NH eM		Nominator eM	
NH Web	www.westminstershoresfl.org	Nominator Web	www.LeadingAgeSoutheast.org
NH AO	5		
PermID	55292		
Application Received	2024-09-13	Nomination Received	2024-09-13

Staff Review

	Date Completed	Pass	Comment
Record Review	2024-10-15 by J. Williams	<input checked="" type="checkbox"/>	The facility is owned by Palm Shores Retirement Community, Inc. This is a 42 bed facility that is part of a Continuing Care Retirement Community (CCRC) and is a Medicare/Medicaid provider. According to the Nursing Home Guide, this is a 5 star facility.
Quality of Care Review	2024-09-17 by J. Williams	<input checked="" type="checkbox"/>	The facility is in the upper 7th percentile of skilled nursing facilities in the region covering the period of January 1, 2022, through June 30, 2024. This facility meets the requirements of Rule 59A-4.200(4), Florida Administrative Code.
Conditional Review	2024-09-17 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	2024-10-15 by D. Hillman	<input checked="" type="checkbox"/>	The facility has met the financial requirements of Section 400.235, Florida Statutes and Rule 59A-4.200, Florida Administrative Code.
Staffing Review	2024-10-15 by J. Williams	<input checked="" type="checkbox"/>	The facility has met the staffing stability and turnover rate as required by Section 400.235(5)(e), Florida Statutes and Rule 59A-4.200(6), Florida Administrative Code.
Ombudsman Review	2024-10-08 by M. Hart	<input checked="" type="checkbox"/>	Based on a review of the facility's complaint history, the facility did not have any Long-Term Care Ombudsman Program verified complaints that resulted in a citation(s) 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"/>	



830 N Shore Drive NE, Saint Petersburg Florida 33701

727-894-2102

September 10, 2024

Re: Westminster Palms 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 Palms

The packet is organized in the following format:

Cover page	Page 1
Application	Page 2-3
Recommending person or Organization/ Reference Letter	Page 4
Financial Soundness and Stability	Page 5 and attachment A
Consumer Satisfaction	Page 5-11 and attachment B
Family and Community Involvement	Page 11
Stable Workforce	Page 11-14 and attachment C
Target Inservice	Page 14 and attachment D
Best Practice	Page 14-18 and attachment E and F

Jackie Sahhar

Health Services Administrator, LNHA, CTRS, MHA
 Westminster Palms
 830 N Shore Drive NE, St. Petersburg, FL 33701
 Tel: (727) 894-2102 ext. 251
 Fax: 727-553-9101
 E-mail: jsahhar@wservices.org

jsahhar@wservices.org

Phone: 727-894-2102 Ext 251

Jackie Sahhar, LNHA, CTRS, MHA
Health Services Administrator



939 Beach Drive NE
St. Petersburg, FL 33701

WestminsterPalmsFL.org

P2

Received
SEP 13 2024
Central Services



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

Received

SEP 13 2024

Central Services

A. Nursing Home Information

Facility Name: Westminster Palms		
Address: 830 N Shore Drive NE	City: St.Petersburg	Zip Code:33701
Telephone: 727-894-2102	Web Site: https://www.westminsterpalmsfl.org/	
Facility Licensee Name: Palm Shores Retirement Community, INC		

Facility Contact Person for Gold Seal Information

Name: Jacqueline Sahhar	Title: Health Services Administrator, NHA
Telephone: 727-894-2102 ext 251	E-mail: jsahhar@wservices.org

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

Name: LeadingAge- Steve Bahmer
Profession/Type of Organization: Professional Association serving high-quality senior living.

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. [Click or tap here to enter text.](#)

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.



Click or tap here to enter text. 9/11/24
Date

Signature of Person Completing Application

Jacqueline Sahhar

Received
SEP 13 2024

Click or tap here to enter text. 9/11/24
Date

Printed Name

Central Services



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

September 13, 2024

Ms. Jacqueline M. Sahhar
Administrator
Westminster Palms
830 North Shore Drive, NE
St. Petersburg, FL 33701

File Number: 55292
License Number: 1422096

Dear Ms. Sahhar,

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 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.

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 last three years.

If you have any questions regarding this omission's request, please contact Derron Hillman at 850-412-4351.

Section D. Regulatory History:

Please complete section D of the application indicating the date the licensee was licensed to operate this facility.

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



Ms. Jacqueline M. Sahhar
September 13, 2024
Page 2

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, you indicated the number of surveys received, please also include the number of surveys that were sent out for completion.

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

Section F. – Community/Family Involvement

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

Section G. - Stable Workforce

An applicant for the Gold Seal award must meet the turnover rate or stability rate pursuant to Section 400.235, F.S. and Rule 59A-4.200, Florida Administrative Code. 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.

Section H. - Targeted In-Service

Please indicate the facility's actions to identify in-service training needs by internal and/or external quality assurance efforts. How do you identify your training needs?

Please forward all responses via email no later than **September 24, 2024**. If you have questions, please contact me via email at Jacqueline.Williams@ahca.myflorida.com or by phone at (850) 412-4437.

Sincerely,

Jacque Williams

Jacque Williams
Operations and Management Consultant Manager
Long-Term Care Services Unit

Attachment

Williams, Jacqueline

From: Williams, Jacqueline
Sent: Friday, September 13, 2024 4:26 PM
To: 'jsahhar@wservices.org'
Subject: Gold Seal Award Application Review - Westminster Palms - (File#: 55292)
Attachments: Gold Seal Omit - Westminster Palms 2024.pdf; Gold Seal Staffing Form - September 2024.pdf

Good Afternoon Ms. Sahhar:

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



Privacy Statement: This e-mail may include confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed. If the reader of this e-mail is not the intended recipient or his or her authorized agent, the reader is hereby notified that any dissemination, distribution or copying of this e-mail is prohibited. If you have received this in error, please reply to the sender and delete it immediately.

**Westminster Palms- GOLD SEAL
Omission letter additional Information**

Section D:

Please complete section D of the application indicating the date the licensee was licensed to operate this facility.

Jacqueline Sahhar NHA original license date 11/19/2020. Licensed hung for Westminster Palms as the NHA April 5, 2022



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

DATE: October 8, 2024
TO: Brian O. Smith, Long Term Care Services Unit Manager
FROM: Michelle Hart, Complaint and Incident Management Unit Manager
SUBJECT: Gold Seal Complaint Review – March 15, 2022 through September 15, 2024

WESTMINSTER PALMS

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.



Rating Time Period: January 2022 through June 2024
 Last Updated: August 2024

Nursing Home Guide Inspection Ratings
 WESTMINSTER PALMS

Facility	City	Region	County	Inspection			Inspection Components				
				Overall Inspection	Quality of Care	Quality of Life	Nutrition & Hydration	Restraints & Abuse	Pressure Ulcers	Decline	Dignity
WESTMINSTER PALMS	SAINTE PETERSBURG	Region 5	Pinellas	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★	★★★★★
			Petersburg								

STAFFING REPORT FOR

Westminster Palms

SNF LICENSE # 1422096

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
2022	1 st (January 1, 2022 – March 31, 2022)	16	5 ²¹	11	4 ¹⁵	1	2 ³
2022	2 nd (April 1, 2022 – June 30, 2022)	18	4 ^{2A}	11	5 ¹⁶	2	0 ²¹
2022	3 rd (July 1, 2022 – September 30, 2022)	17	6 ²³	13	5 ¹⁸	2	0 ²
2022	4 th (October 1, 2022 – December 31, 2022)	16	5 ²¹	10	4 ¹⁴	2	2 ⁴
2023	1 st (January 1, 2023 – March 31, 2023)	16	5 ²¹	11	4 ¹⁵	3	0 ³
2023	2 nd (April 1, 2023 - June 30, 2023)	15	5 ²⁰	11	4 ¹⁵	3	0 ³
2023	3 rd (July 1, 2023 – September 30, 2023)	15	4 ¹⁹	10	3 ¹³	2	2 ⁴
2023	4 th (October 1, 2023 – December 31, 2023)	15	5 ²⁰	10	4 ¹⁴	1	2 ³
2024	1 st * (January 1, 2024 – March 31, 2024)	13	8 ²¹	11	5 ¹⁶	3	0 ³
2024	2 nd (April 1, 2024 – June 30, 2024)	14	8 ²²	10	3 ¹³	2	1 ³

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 Palms

(AGENCY USE ONLY)

Turnover Rate

1st Quarter (2022): 14.28%
2nd Quarter (2022): 8.33%
3rd Quarter (2022): 8.69%
4th Quarter (2022): 19.04%
1st Quarter (2023): 14.28%
2nd Quarter (2023): 15.00%
3rd Quarter (2023): 21.05%
4th Quarter (2023): 15.00%
1st Quarter (2024): 14.28%
2nd Quarter (2024): 13.63%

Average Turnover
Rate: 14.35%

Stability Rate

1st Quarter (2022): 71.42%
2nd Quarter (2022): 66.66%
3rd Quarter (2022): 78.26%
4th Quarter (2022): 66.66%
1st Quarter (2023): 71.42%
2nd Quarter (2023): 75.00%
3rd Quarter (2023): 68.42%
4th Quarter (2023): 76.00%
1st Quarter (2024): 76.19%
2nd Quarter (2024): 59.69%

Average Stability
Rate: 70.31%



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: October 22, 2024
TO: Jacqueline Williams
FROM: Derron Hillman
CC: Bernard Hudson
SUBJECT: Gold Seal Financial Review: Approval
Licensee: Westminster Palms
Facility: Westminster Palms

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

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

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

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

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





RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: September 12, 2024
TO: Jacqueline Williams
FROM: Derron Hillman
CC: Ryan Fitch, Bernard Hudson
SUBJECT: Gold Seal Financial Review: Omissions
Licensee: Westminster Palms
Facility: Westminster Palms

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 omission 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 last three years.



Williams, Jacqueline

From: Hillman, Derron
Sent: Tuesday, October 22, 2024 12:35 PM
To: Williams, Jacqueline
Cc: Hillman, Derron; Hudson, Bernard
Subject: RE: Gold Seal Award Financial Review Request - Westminster Palms - File#: 55292
Attachments: 389 Westminster (OK).docx

Jacquie,

Attached is the review of Westminster Palms. If you have any questions, call me at 44351.

**Derron Hillman - HEALTH SERVICE & FACILITIES
CONSULTANT**



Building 3, Room 3221 - BUREAU OF CENTRAL SERVICES - CO
& FAU
2727 MAHAN DR., TALLAHASSEE, FL. 32308
+1 850-412-4351 (Office) - (850)922-6964 (Fax)
Derron.Hillman@ahca.myflorida.com



Privacy Statement: This e-mail may include confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed. If the reader of this e-mail is not the intended recipient or his or her authorized agent, the reader is hereby notified that any dissemination, distribution or copying of this e-mail is prohibited. If you have received this in error, please reply to the sender and delete it immediately.

From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Tuesday, October 22, 2024 8:27 AM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Cc: Fitch, Ryan <Ryan.Fitch@ahca.myflorida.com>
Subject: RE: Gold Seal Award Financial Review Request - Westminster Palms - File#: 55292

Good morning Derron,

Please see the attached documents in response to your financial review.

Thanks.

**Jacquie 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



Privacy Statement: This e-mail may include confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed. If the reader of this e-mail is not the intended recipient or his or her authorized agent, the reader is hereby notified that any dissemination, distribution or copying of this e-mail is prohibited. If you have received this in error, please reply to the sender and delete it immediately.

From: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Sent: Thursday, September 12, 2024 8:44 AM
To: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Cc: Fitch, Ryan <Ryan.Fitch@ahca.myflorida.com>; Hudson, Bernard <Bernard.Hudson@ahca.myflorida.com>; Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Subject: RE: Gold Seal Award Financial Review Request - Westminster Palms - File#: 55292

Jacquie,

Attached is the review of Westminster Palms. 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: Fitch, Ryan <Ryan.Fitch@ahca.myflorida.com>
Sent: Thursday, September 12, 2024 8:09 AM
To: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Cc: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Subject: FW: Gold Seal Award Financial Review Request - Westminster Palms - File#: 55292

Hi Derron, I am assigning this gold seal review to you. This is a CCRC, I took a quick look and I don't really see anything in the attachment that we could use for a review but maybe I missed something. If not, I think we have standard language for the requirements.

Thanks,



Ryan Fitch – Regulatory Analyst Supervisor

Building 3, Room 3220B - BUREAU OF CENTRAL SERVICES
2727 MAHAN DR., TALLAHASSEE, FL. 32308
+1 850-412-3797 (Office) - 850-487-6240 (Fax)
Ryan.Fitch@ahca.myflorida.com

Privacy Statement: This e-mail may include confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed. If the reader of this e-mail is not the intended recipient or his or her authorized agent, the reader is hereby notified that any dissemination, distribution or copying of this e-mail is prohibited. If you have received this in error, please reply to the sender and delete it immediately.

From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Wednesday, September 11, 2024 5:37 PM

To: Fitch, Ryan <Ryan.Fitch@ahca.myflorida.com>

Subject: Gold Seal Award Financial Review Request - Westminster Palms - File#: 55292

Good Afternoon Ryan,

Please see the attached financials for your review. **This facility is a CCRC.**

Thanks!

Jacquie 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



Privacy Statement: This e-mail may include confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed. If the reader of this e-mail is not the intended recipient or his or her authorized agent, the reader is hereby notified that any dissemination, distribution or copying of this e-mail is prohibited. If you have received this in error, please reply to the sender and delete it immediately.

August 28, 2024

Mr. Bernard Hudson
Agency for Health Care Administration
2727 Mahan Drive, Mail stop # 33
Tallahassee, FL 32308

Dear Mr. Hudson:

On behalf of LeadingAge Southeast and our 350 provider members, I am honored to wholeheartedly endorse Westminster Palms for the Governor's Gold Seal Award for Excellence in Long-Term Care.

LeadingAge Southeast is proud to represent the highest quality senior living providers across the Gulf Coast region. Indeed, the only two nine-time winners of the Florida Governor's Gold Seal are members of our Association. Westminster Palms is the very embodiment of that commitment to excellence in senior care. It is among the highest performing nursing homes in Florida, ranking in the top 20% of nursing homes in its region for Florida Health Finder's Overall Inspection, and earning 5 stars for 6 of the 8 survey results categories.

Westminster Palms has designed programs to ensure its residents benefit from the care of highly trained, long tenured staff. Indeed, Westminster Palms boasts a staff member with 42 years in its health center, another with 20 years of service, and many staff with 5 or more years. Such continuity among staff has enabled Westminster Palms to provide customized support while maintaining dignity and individuality through residents' lifestyle transitions. For their continuous commitment to quality, Westminster Palms has been recognized by LeadingAge's Quality First program of quality assurance and continuous improvement.

Westminster Palms is an outstanding community of caregivers with a history of excellent quality and a focus on resident care that are the very illustration of the goals of the Gold Seal program. It is my pleasure to offer our full endorsement.

Sincerely,



Steve Bahmer
President & CEO

Received

SEP 13 2024

Central Services

D. Regulatory History – To be verified by AHCA

Received

SEP 13 2024

Central Services

E. Customer Satisfaction

Westminster Palms utilizes a multifaceted approach to gather meaningful performance data related to consumer satisfaction. Our processes allow for a continuous flow of information to be quantified across all aspects of the resident’s experience. This includes key areas of focus such as team member skill levels and interactions with residents, attention to resident and family needs, services and quality of care, the physical

environment, and the commitment to act upon the information to ensure a process of continued quality assessment and process improvement.

Westminster Palms has participated with Westminster Communities of Florida in the Seniors Quality Leap Initiative 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 Westminster Palms to understand customer satisfaction and its implications and effects on person centered care at a higher level.

The Quality of Life Survey allows for and enables conversations about the resident's "Life." Our goal is to make every resident's "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.

SENIOR QUALITY LEAP INITIATIVE (SQLI): An International Collaborative to Improve Quality in Long-term Care

Received

SEP 13 2024

<https://www.seniorsqualityleapinitiative.com/about-us.php>

The Seniors Quality Leap Initiative (SQLI) was established by North America's leading Long Term Care organizations in 2010 out of our collective desire to improve clinical quality and safety for seniors. Today, SQLI has grown into a strong community of practice, with 14 committed member organizations and 11 partner organizations across North America. Our 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.

Central Services

Our 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.

Our Strategic Directions:

- Exchange and benchmark performance data as it relates to quality of care and quality of life for seniors.
- Test, design, and adopt a collaboratively derived approach for performance improvement.
- Identify and undertake initiatives designed to make improvements in quality of care and quality of life for seniors using evidence-based practices.
- Broadly disseminate SQLI consensus-based recommendations for improvement across the post-acute and long-term care sector.

- 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).

Benefits to Providers and Residents

- Positively change the care experience and quality of life for long-term care residents
- Provide Long Term Care facilities with a set of validated quality indicators and benchmarking data on quality indicators and quality of life measures
- Sustain a data repository with universal quality improvement tools and methodologies
- Advance evidence informed practice through quality improvement projects and benchmarking opportunities

Received

SEP 13 2024

Results

Central Services

Quality of Life: Over the past four years, the member organizations have been completing Quality of Life Surveys with long term care residents. The survey is an internationally valid survey designed to give long term care residents with the opportunity to share their perceptions on a variety of quality-of-life domains including relationships, environment, comfort, food, and participation in meaningful activities.

Annually, results are analyzed and SQLI members review and benchmark their results and discuss initiatives from higher performing homes.

In 2023, our performance ranked significantly higher than the nine Life Plan communities in the Westminster Communities of Florida portfolio, Surpassing 56% across 60 key areas. We rated number 2 out of the 9 Life Plan Communities in Westminster Communities of Florida with an overall average score of 2.94 and with a 100% completion rate of the survey. Over the past 4 years Westminster Palms has rated in the top 3 communities out of the 9 Life Plan Communities in our company. This helps set the benchmark for our other communities and our overall benchmark score for our company to be compared to other members in the program.

Conclusions and implications:

The Seniors Quality Leap Initiative demonstrates that a partnership between organizations in two countries can foment quality transitions through a shared commitment to identifying needs; employing flexible, but practical initiatives; and evaluating the impact of those initiatives through a transparent reporting mechanism.

interRAI™ Self-Reported Quality of Life Survey for Long-Term Care Facilities (Nursing Homes)

Interviewer Version

Date of Interview:

--	--	--	--

Year

--	--

Month

--	--

Day

Interviewer ID: _____ Organization ID: _____

Person ID: _____

This survey has a variety of items about your quality of life. It also deals with how well _____ [name of program] is providing services to you. The main focus of this survey is to learn what life is like for you personally.

I will read you a variety of statements about your experience here and would like you to respond with how often that statement is true for you. There are no right or wrong answers.

Note to interviewers: USE THESE CODES AS NECESSARY.

- 6 don't know
- 7 refused
- 8 no response or cannot be coded from response (write down what is said)

A. Privacy

First, I'd like to talk with you about privacy.

For each statement, please answer with one of the following choices:

- 0 Never
- 1 Rarely
- 2 Sometimes
- 3 Most of the time
- 4 Always

_____ A1. I can be alone when I wish.

_____ A2. My privacy is respected when people care for me.

B. Food and Meals

The items that follow are about food.

For each statement, please answer with one of the following choices:

- 0 Never
- 1 Rarely
- 2 Sometimes
- 3 Most of the time
- 4 Always

_____ B1. I get my favorite foods here.

_____ B2. I can eat when I want.

_____ B3. I have enough variety in my meals.

_____ B4. I enjoy mealtimes.

_____ B5. Food is the right temperature when I get to eat it.

C. Safety and Security

Now let's talk about safety.

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

_____ C1. If I need help right away, I can get it.

_____ C2. I feel my possessions are secure.

_____ C3. I feel safe when I am alone.

D. Comfort

The items that follow focus on your life here.

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

_____ D1. I get the services I need.

_____ D2. I would recommend this site or organization to others.

_____ D3. This place feels like home to me.

_____ D4. I can easily go outdoors if I want.

_____ D5. I am bothered by the noise here.

E. Daily Decisions (Autonomy)

The items that follow focus on your daily decisions.

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

_____ E1. I can have a bath or shower as often as I want.

_____ E2. I decide when to get up.

_____ E3. I decide when to go to bed.

_____ E4. I can go where I want on the "spur of the moment."

_____ E5. I control who comes into my room.

_____ E6. I decide which clothes to wear.

_____ E7. I decide how to spend my time.

F. Respect by Staff

Now I'd like to discuss how you feel about staff here. [Refers to F, G, and H.]

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

- _____ F1. I am treated with respect by staff.
- _____ F2. Staff pay attention to me.
- _____ F3. I can express my opinion without fear of consequences.
- _____ F4. Staff respect what I like and dislike.

G. Staff Responsiveness

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

- _____ G1. The care and support I get help me live my life the way I want.
- _____ G2. Staff respond quickly when I ask for assistance.
- _____ G3. _____ [this site] staff respond to my suggestions.
- _____ G4. I get the health services I need.
- _____ G5. Staff have enough time for me.
- _____ G6. Staff know what they are doing.
- _____ G7. My services are delivered when I want them.

H. Staff-Resident Bonding

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

- _____ H1. Some of the staff know the story of my life.
- _____ H2. I consider a staff member my friend.
- _____ H3. I have a special relationship with a staff member.
- _____ H4. Staff take the time to have a friendly conversation with me.
- _____ H5. Staff ask how my needs can be met.
- _____ H6. I have the same nurse assistant on most weekdays.

I. Activities

Now let's look at how you feel about activities.

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

- _____ I1. I have enjoyable things to do here on weekends.
- _____ I2. I have enjoyable things to do here in the evenings.
- _____ I3. I participate in meaningful activities.
- _____ I4. If I want, I can participate in religious activities that have meaning to me.
- _____ I5. I have opportunities to spend time with other like-minded residents.
- _____ I6. I have the opportunity to explore new skills and interests.

J. Personal Relationships

Next, we will talk about your relationships with others.

For each statement, please answer with one of the following choices:

0 Never 1 Rarely 2 Sometimes 3 Most of the time 4 Always

- _____ J1. Another resident here is my close friend.
- _____ J2. People ask for my help or advice.
- _____ J3. I have opportunities for affection or romance.
- _____ J4. It is easy to make friends here.
- _____ J5. I have people who want to do things together with me.

K. Other

Finally, we'd like to know a little more about you. Remember, all this information is completely confidential. Circle the response that reflects your answer.

K1. I am part of a couple.

0 No 1 Yes

K2. My gender is . . .

1 Male 2 Female 3 Other

K3. My age in years is . . .

1 Under 45 2 45 to 64 3 65 to 74 4 75 to 84 5 85 or more

K4. My health is . . .

- 0** Excellent or good
- 1** Fair or poor

K5. I have lived at _____ [this site / this organization] for . . .

- 0** Less than one year
- 1** One year to two years
- 2** More than two years

L. Comments

Do you have any additional comments you'd like to share?

Thank you for your participation.

WPSA SURVEY - JUL 2023

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	0	4	9	11	24	0	0	8	27	44	79	3.29
2	0	0	1	7	16	24	0	0	2	21	64	87	3.63
3	1	0	9	10	5	25	0	0	18	30	20	68	2.72
4	0	1	3	12	8	24	0	1	6	36	32	75	3.13
5	0	0	2	14	9	25	0	0	4	42	36	82	3.28
6	0	0	6	9	10	25	0	0	12	27	40	79	3.16
7	0	0	3	15	6	24	0	0	6	45	24	75	3.13
8	0	2	2	9	11	24	0	2	4	27	44	77	3.21
9	0	0	0	4	20	24	0	0	0	12	80	92	3.83
10	0	0	0	7	18	25	0	0	0	21	72	93	3.72
11	0	0	1	9	15	25	0	0	2	27	60	89	3.56
12	0	0	1	5	19	25	0	0	2	15	76	93	3.72
13	0	7	6	8	4	25	0	7	12	24	16	59	2.36
14	0	3	13	6	2	24	0	3	26	18	8	55	2.29
15	0	0	3	8	13	24	0	0	6	24	52	82	3.42
16	0	1	2	13	8	24	0	1	4	39	32	76	3.17
17	0	1	1	8	14	24	0	1	2	24	56	83	3.46
18	0	1	0	8	15	24	0	1	0	24	60	85	3.54
19	3	2	13	2	3	23	0	2	26	6	12	46	2.00
20	2	1	7	10	3	23	0	1	14	30	12	57	2.48
21	0	2	3	8	11	24	0	2	6	24	44	76	3.17
22	0	1	0	10	13	24	0	1	0	30	52	83	3.46
23	0	0	0	5	20	25	0	0	0	15	80	95	3.80
24	0	0	0	11	14	25	0	0	0	33	56	89	3.56

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I want

I have enough variety in my meals

I enjoy mealtimes

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

25	0	0	1	4	18	23	0	0	2	12	72	86	3.74
26	0	0	0	10	15	25	0	0	0	30	60	90	3.60
27	0	3	9	8	5	25	0	3	18	24	20	65	2.60
28	0	0	2	17	5	24	0	0	4	51	20	75	3.13
29	0	0	0	10	11	21	0	0	0	30	44	74	3.52
30	0	0	0	5	20	25	0	0	0	15	80	95	3.80
31	0	0	3	16	6	25	0	0	6	48	24	78	3.12
32	0	0	0	8	17	25	0	0	0	24	68	92	3.68
33	0	1	1	16	6	24	0	1	2	48	24	75	3.13
34	0	1	11	10	2	24	0	1	22	30	8	61	2.54
35	0	0	11	8	6	25	0	0	22	24	24	70	2.80
36	1	0	12	6	5	24	0	0	24	18	20	62	2.58
37	0	2	6	12	5	25	0	2	12	36	20	70	2.80
38	0	0	1	14	9	24	0	0	2	42	36	80	3.33
39	0	1	1	22	0	24	0	1	2	66	0	69	2.88
40	1	1	10	9	2	23	0	1	20	27	8	56	2.43
41	3	1	8	9	2	23	0	1	16	27	8	52	2.26
42	1	1	10	9	2	23	0	1	20	27	8	56	2.43
43	0	0	4	14	3	21	0	0	8	42	12	62	2.95
44	0	2	7	11	3	23	0	2	14	33	12	61	2.65
45	2	3	16	1	1	23	0	3	32	3	4	42	1.83
46	3	9	10	2	0	24	0	9	20	6	0	35	1.46
47	4	13	6	0	0	23	0	13	12	0	0	25	1.09
48	15	0	2	6	0	23	0	0	4	18	0	22	0.96
49	0	3	8	11	1	23	0	3	16	33	4	56	2.43
50	2	5	11	5	0	23	0	5	22	15	0	42	1.83
	38	68	230	450	412	1198	0	68	460	1350	1648	3526	2.94

**OVERALL
SCORE**

WPSA SURVEY - JUL 2023

Q	0	1	2	3	4	total	0*Never	1* Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	0	4	9	11	24	0	0	8	27	44	79	3.29
2	0	0	1	7	16	24	0	0	2	21	64	87	3.63
3	1	0	9	10	5	25	0	0	18	30	20	68	2.72
4	0	1	3	12	8	24	0	1	6	36	32	75	3.13
5	0	0	2	14	9	25	0	0	4	42	36	82	3.28
6	0	0	6	9	10	25	0	0	12	27	40	79	3.16
7	0	0	3	15	6	24	0	0	6	45	24	75	3.13
8	0	2	2	9	11	24	0	2	4	27	44	77	3.21
9	0	0	0	4	20	24	0	0	0	12	80	92	3.83
10	0	0	0	7	18	25	0	0	0	21	72	93	3.72
11	0	0	1	9	15	25	0	0	2	27	60	89	3.56
12	0	0	1	5	19	25	0	0	2	15	76	93	3.72
13	0	7	6	8	4	25	0	7	12	24	16	59	2.36
14	0	3	13	6	2	24	0	3	26	18	8	55	2.29
15	0	0	3	8	13	24	0	0	6	24	52	82	3.42
16	0	1	2	13	8	24	0	1	4	39	32	76	3.17
17	0	1	1	8	14	24	0	1	2	24	56	83	3.46
18	0	1	0	8	15	24	0	1	0	24	60	85	3.54
19	3	2	13	2	3	23	0	2	26	6	12	46	2.00
20	2	1	7	10	3	23	0	1	14	30	12	57	2.48
21	0	2	3	8	11	24	0	2	6	24	44	76	3.17
22	0	1	0	10	13	24	0	1	0	30	52	83	3.46
23	0	0	0	5	20	25	0	0	0	15	80	95	3.80
24	0	0	0	11	14	25	0	0	0	33	56	89	3.56

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I want

I have enough variety in my meals

I enjoy mealtimes

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

25	0	0	1	4	18	23	0	0	0	2	12	72	86	3.74	I can express my opinion w/out fear of consequences
26	0	0	0	10	15	25	0	0	0	0	30	60	90	3.60	staff respect what I like and dislike
27	0	3	9	8	5	25	0	3	18	18	24	20	65	2.60	care/support I get help me live my life the way I want
28	0	0	2	17	5	24	0	0	4	4	51	20	75	3.13	Staff respond quickly when I ask assistance
29	0	0	0	10	11	21	0	0	0	0	30	44	74	3.52	This site staff respond to my suggestions
30	0	0	0	5	20	25	0	0	0	0	15	80	95	3.80	I get the health services I need
31	0	0	3	16	6	25	0	0	6	6	48	24	78	3.12	Staff have enough time for me
32	0	0	0	8	17	25	0	0	0	0	24	68	92	3.68	Staff know what they are doing
33	0	1	1	16	6	24	0	1	2	2	48	24	75	3.13	My services are delivered when I want them
34	0	1	11	10	2	24	0	1	22	22	30	8	61	2.54	Some of the staff know the story of my life
35	0	0	11	8	6	25	0	0	22	22	24	24	70	2.80	I consider a staff member my friend
36	1	0	12	6	5	24	0	0	24	24	18	20	62	2.58	I have a special relationship with a staff member
37	0	2	6	12	5	25	0	2	12	12	36	20	70	2.80	Staff take time to have a friendly conversation w/ me
38	0	0	1	14	9	24	0	0	2	2	42	36	80	3.33	Staff ask how my needs can be met
39	0	1	1	22	0	24	0	1	2	2	66	0	69	2.88	I have same nurse assistant on most weekdays
40	1	1	10	9	2	23	0	1	20	20	27	8	56	2.43	I have enjoyable things to do here on weekends
41	3	1	8	9	2	23	0	1	16	16	27	8	52	2.26	I have enjoyable things to do here on evenings
42	1	1	10	9	2	23	0	1	20	20	27	8	56	2.43	I participate in meaningful activities
43	0	0	4	14	3	21	0	0	8	8	42	12	62	2.95	I can participate in religious activities
44	0	2	7	11	3	23	0	2	14	14	33	12	61	2.65	Opportunity for time w/other like minded residents
45	2	3	16	1	1	23	0	3	32	32	3	4	42	1.83	Have opportunity to explore new skills and interests
46	3	9	10	2	0	24	0	9	20	20	6	0	35	1.46	Another resident here is my close friend
47	4	13	6	0	0	23	0	13	12	12	0	0	25	1.09	People ask for my help or advice
48	15	0	2	6	0	23	0	0	4	4	18	0	22	0.96	I have opportunities for affection or romance
49	0	3	8	11	1	23	0	3	16	16	33	4	56	2.43	It is easy to make friends here
50	2	5	11	5	0	23	0	5	22	22	15	0	42	1.83	I have people who want to do things together with me
38	68	230	450	412	1198	0	68	460	1350	1648	3526	2.94			

**OVERALL
SCORE**

WFS SUQI SURVEY - FC LUZZ

Q	0	1	2	3	4	total	0*Never	1* Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	0	0	12	17	29	0	0	0	36	68	104	3.59
2	0	0	0	6	24	30	0	0	0	18	96	114	3.80
3	4	1	6	13	6	30	0	1	12	39	24	76	2.53
4	4	0	3	7	15	29	0	0	6	21	60	87	3.00
5	2	3	1	7	17	30	0	3	2	21	68	94	3.13
6	2	0	2	12	14	30	0	0	4	36	56	96	3.20
7	1	1	4	10	12	28	0	1	8	30	48	87	3.11
8	1	0	5	11	13	30	0	0	10	33	52	95	3.17
9	0	0	2	4	24	30	0	0	4	12	96	112	3.73
10	1	0	0	4	24	29	0	0	0	12	96	108	3.72
11	0	0	3	10	17	30	0	0	6	30	68	104	3.47
12	0	0	0	8	22	30	0	0	0	24	88	112	3.73
13	4	1	9	8	8	30	0	1	18	24	32	75	2.50
14	2	3	7	8	4	24	0	3	14	24	16	57	2.38
15	0	0	2	13	15	30	0	0	4	39	60	103	3.43
16	1	2	1	16	10	30	0	2	2	48	40	92	3.07
17	0	1	2	7	19	29	0	1	4	21	76	102	3.52
18	0	1	0	5	24	30	0	1	0	15	96	112	3.73
19	4	4	7	6	5	26	0	4	14	18	20	56	2.15
20	3	3	2	16	6	30	0	3	4	48	24	79	2.63
21	1	0	2	4	23	30	0	0	4	12	92	108	3.60
22	1	0	1	5	23	30	0	0	2	15	92	109	3.63
23	0	0	0	7	23	30	0	0	0	21	92	113	3.77
24	0	1	1	11	17	30	0	1	2	33	68	104	3.47

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I want

I have enough variety in my meals

I enjoy meattimes

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

25	0	0	2	7	19	28	0	0	4	21	76	101	3.61	I can express my opinion w/out fear of consequences
26	0	0	3	9	18	30	0	0	6	27	72	105	3.50	staff respect what I like and dislike
27	0	0	2	12	15	29	0	0	4	36	60	100	3.45	care/support I get help me live my life the way I want
28	1	0	4	11	14	30	0	0	8	33	56	97	3.23	Staff respond quickly when I ask assistance
29	1	0	6	10	12	29	0	0	12	30	48	90	3.10	This site staff respond to my suggestions
30	1	0	1	2	26	30	0	0	2	6	104	112	3.73	I get the health services I need
31	1	2	1	16	10	30	0	2	2	48	40	92	3.07	Staff have enough time for me
32	0	0	1	6	23	30	0	0	2	18	92	112	3.73	Staff know what they are doing
33	1	0	2	12	15	30	0	0	4	36	60	100	3.33	My services are delivered when I want them
34	1	3	7	8	8	27	0	3	14	24	32	73	2.70	Some of the staff know the story of my life
35	1	3	4	11	9	28	0	3	8	33	36	80	2.86	I consider a staff member my friend
36	3	3	5	8	8	27	0	3	10	24	32	69	2.56	I have a special relationship with a staff member
37	1	2	5	14	8	30	0	2	10	42	32	86	2.87	Staff take time to have a friendly conversation w/ me
38	1	3	1	10	15	30	0	3	2	30	60	95	3.17	Staff ask how my needs can be met
39	0	0	5	23	1	29	0	0	10	69	4	83	2.86	I have same nurse assistant on most weekdays
40	3	4	6	10	7	30	0	4	12	30	28	74	2.47	I have enjoyable things to do here on weekends
41	2	2	9	11	6	30	0	2	18	33	24	77	2.57	I have enjoyable things to do here on evenings
42	2	3	6	9	10	30	0	3	12	27	40	82	2.73	I participate in meaningful activities
43	0	2	3	6	15	26	0	2	6	18	60	86	3.31	I can participate in religious activities
44	2	1	8	13	6	30	0	1	16	39	24	80	2.67	Opportunity for time w/other like minded residents
45	2	3	14	4	5	28	0	3	28	12	20	63	2.25	Have opportunity to explore new skills and interests
46	7	4	11	4	4	30	0	4	22	12	16	54	1.80	Another resident here is my close friend
47	8	11	8	0	3	30	0	11	16	0	12	39	1.30	People ask for my help or advice
48	18	1	2	2	3	26	0	1	4	6	12	23	0.88	I have opportunities for affection or romance
49	3	2	3	15	7	30	0	2	6	45	28	81	2.70	It is easy to make friends here
50	4	4	8	10	3	29	0	4	16	30	12	62	2.14	I have people who want to do things together with me
94	74	187	453	652	1460	0	74	374	1359	2608	4415	3.02	OVERALL SCORE	

WFS SURVEY - 2022

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	2	1	14	11	28	0	2	2	42	44	90	3.21
2	0	0	1	8	19	28	0	0	2	24	76	102	3.64
3	0	1	9	11	7	28	0	1	18	33	28	80	2.86
4	0	4	7	10	7	28	0	4	14	30	28	76	2.71
5	0	0	4	10	14	28	0	0	8	30	56	94	3.36
6	0	0	2	9	17	28	0	0	4	27	68	99	3.54
7	0	0	4	17	7	28	0	0	8	51	28	87	3.11
8	0	0	5	13	10	28	0	0	10	39	40	89	3.18
9	0	0	2	5	21	28	0	0	4	15	84	103	3.68
10	0	0	1	5	22	28	0	0	2	15	88	105	3.75
11	0	0	1	14	13	28	0	0	2	42	52	96	3.43
12	0	0	0	3	25	28	0	0	0	9	100	109	3.89
13	0	3	8	8	9	28	0	3	16	24	36	79	2.82
14	0	4	5	14	5	28	0	4	10	42	20	76	2.71
15	0	1	3	7	17	28	0	1	6	21	68	96	3.43
16	0	1	0	16	10	27	0	1	0	48	40	89	3.30
17	0	1	2	10	14	27	0	1	4	30	56	91	3.37
18	0	0	2	9	17	28	0	0	4	27	68	99	3.54
19	7	10	5	3	3	28	0	10	10	9	12	41	1.46
20	0	5	5	13	5	28	0	5	10	39	20	74	2.64
21	0	1	3	7	17	28	0	1	6	21	68	96	3.43
22	0	1	3	11	12	27	0	1	6	33	48	88	3.26
23	0	0	0	15	13	28	0	0	0	45	52	97	3.46
24	0	0	1	9	18	28	0	0	2	27	72	101	3.61

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I

want

I have enough variety in my

meals

I enjoy meateimes

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

25	0	0	1	9	18	28	0	0	2	27	72	101	3.61	I can express my opinion w/out fear of consequences
26	0	0	0	11	17	28	0	0	0	33	68	101	3.61	staff respect what I like and dislike
27	0	0	6	14	8	28	0	0	12	42	32	86	3.07	care/support I get help me live my life the way I want
28	0	0	4	15	9	28	0	0	8	45	36	89	3.18	Staff respond quickly when I ask assistance
29	0	0	5	12	11	28	0	0	10	36	44	90	3.21	This site staff respond to my suggestions
30	0	0	0	8	20	28	0	0	0	24	80	104	3.71	I get the health services I need
31	0	0	3	11	14	28	0	0	6	33	56	95	3.39	Staff have enough time fo rme
32	0	0	0	5	23	28	0	0	0	15	92	107	3.82	Staff know what they are doing
33	0	0	2	14	12	28	0	0	4	42	48	94	3.36	My services are delivered when I want them
34	0	6	7	10	5	28	0	6	14	30	20	70	2.50	Some of the staff know the story of my life
35	0	2	8	6	12	28	0	2	16	18	48	84	3.00	I consider a staff member my friend
36	1	5	7	10	5	28	0	5	14	30	20	69	2.46	I have a special relationship with a staff member
37	1	3	7	11	6	28	0	3	14	33	24	74	2.64	Staff take time to have a friendly conversation w/ me
38	0	3	2	12	11	28	0	3	4	36	44	87	3.11	Staff ask how my needs can be met
39	0	1	2	21	4	28	0	1	4	63	16	84	3.00	I have same nurse assistant on most weekdays
40	0	12	10	4	2	28	0	12	20	12	8	52	1.86	I have enjoyable things to do here on weekends
41	0	9	14	3	2	28	0	9	28	9	8	54	1.93	I have enjoyable things to do here on evenings
42	1	7	8	7	5	28	0	7	16	21	20	64	2.29	I participate in meaningful activities
43	1	1	6	14	6	28	0	1	12	42	24	79	2.82	I can participate in religious activities
44	0	4	10	8	6	28	0	4	20	24	24	72	2.57	Opportunity for time w/other like minded residents
45	1	17	8	2	0	28	0	17	16	6	0	39	1.39	Have opportunity to explore new skills and interests
46	3	10	7	6	2	28	0	10	14	18	8	50	1.79	Another resident here is my close friend
47	3	17	5	3	0	28	0	17	10	9	0	36	1.29	People ask for my help or advice
48	21	1	2	3	0	27	0	1	4	9	0	14	0.52	I have opportunities for affection or romance
49	0	5	11	7	5	28	0	5	22	21	20	68	2.43	It is easy to make friends here
50	1	8	14	4	1	28	0	8	28	12	4	52	1.86	I have people who want to do things together with me
	40	145	223	471	517	1396	0	145	446	1413	2068	4072	2.92	

**OVERALL
SCORE**

WPS 2021 Survey - PC 2021

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	2	1	14	11	28	0	2	2	42	44	90	3.21
2	0	0	1	8	19	28	0	0	2	24	76	102	3.64
3	0	1	9	11	7	28	0	1	18	33	28	80	2.86
4	0	4	7	10	7	28	0	4	14	30	28	76	2.71
5	0	0	4	10	14	28	0	0	8	30	56	94	3.36
6	0	0	2	9	17	28	0	0	4	27	68	99	3.54
7	0	0	4	17	7	28	0	0	8	51	28	87	3.11
8	0	0	5	13	10	28	0	0	10	39	40	89	3.18
9	0	0	2	5	21	28	0	0	4	15	84	103	3.68
10	0	0	1	5	22	28	0	0	2	15	88	105	3.75
11	0	0	1	14	13	28	0	0	2	42	52	96	3.43
12	0	0	0	3	25	28	0	0	0	9	100	109	3.89
13	0	3	8	8	9	28	0	3	16	24	36	79	2.82
14	0	4	5	14	5	28	0	4	10	42	20	76	2.71
15	0	1	3	7	17	28	0	1	6	21	68	96	3.43
16	0	1	0	16	10	27	0	1	0	48	40	89	3.30
17	0	1	2	10	14	27	0	1	4	30	56	91	3.37
18	0	0	2	9	17	28	0	0	4	27	68	99	3.54
19	7	10	5	3	3	28	0	10	10	9	12	41	1.46
20	0	5	5	13	5	28	0	5	10	39	20	74	2.64
21	0	1	3	7	17	28	0	1	6	21	68	96	3.43
22	0	1	3	11	12	27	0	1	6	33	48	88	3.26
23	0	0	0	15	13	28	0	0	0	45	52	97	3.46
24	0	0	1	9	18	28	0	0	2	27	72	101	3.61

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I

want

I have enough variety in my

meals

I enjoy meateimes

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

15	0	0	1	9	18	28	0	0	0	2	27	72	101	3.61	I can express my opinion w/out fear of consequences
16	0	0	0	11	17	28	0	0	0	0	33	68	101	3.61	staff respect what I like and dislike
17	0	0	6	14	8	28	0	0	12	12	42	32	86	3.07	care/support I get help me live my life the way I want
18	0	0	4	15	9	28	0	0	8	8	45	36	89	3.18	Staff respond quickly when I ask assistance
19	0	0	5	12	11	28	0	0	10	10	36	44	90	3.21	This site staff respond to my suggestions
20	0	0	0	8	20	28	0	0	0	0	24	80	104	3.71	I get the health services I need
21	0	0	3	11	14	28	0	0	6	6	33	56	95	3.39	Staff have enough time fo rme
22	0	0	0	5	23	28	0	0	0	0	15	92	107	3.82	Staff know what they are doing
23	0	0	2	14	12	28	0	0	4	4	42	48	94	3.36	My services are delivered when I want them
24	0	6	7	10	5	28	0	6	14	14	30	20	70	2.50	Some of the staff know the story of my life
25	0	2	8	6	12	28	0	2	16	16	18	48	84	3.00	I consider a staff member my friend
26	1	5	7	10	5	28	0	5	14	14	30	20	69	2.46	I have a special relationship with a staff member
27	1	3	7	11	6	28	0	3	14	14	33	24	74	2.64	Staff take time to have a friendly conversation w/ me
28	0	3	2	12	11	28	0	3	4	4	36	44	87	3.11	Staff ask how my needs can be met
29	0	1	2	21	4	28	0	1	4	4	63	16	84	3.00	I have same nurse assistant on most weekdays
30	0	12	10	4	2	28	0	12	20	20	12	8	52	1.86	I have enjoyable things to do here on weekends
31	0	9	14	3	2	28	0	9	28	28	9	8	54	1.93	I have enjoyable things to do here on evenings
32	1	7	8	7	5	28	0	7	16	16	21	20	64	2.29	I participate in meaningful activities
33	1	1	6	14	6	28	0	1	12	12	42	24	79	2.82	I can participate in religious activities
34	0	4	10	8	6	28	0	4	20	20	24	24	72	2.57	Opportunity for time w/other like minded residents
35	1	17	8	2	0	28	0	17	16	16	6	0	39	1.39	Have opportunity to explore new skills and interests
36	3	10	7	6	2	28	0	10	14	14	18	8	50	1.79	Another resident here is my close friend
37	3	17	5	3	0	28	0	17	10	10	9	0	36	1.29	People ask for my help or advice
38	21	1	2	3	0	27	0	1	4	4	9	0	14	0.52	I have opportunities for affection or romance
39	0	5	11	7	5	28	0	5	22	22	21	20	68	2.43	It is easy to make friends here
40	1	8	14	4	1	28	0	8	28	28	12	4	52	1.86	I have people who want to do things together with me
	40	145	223	471	517	1396	0	145	446	1413	2068	4072	2.92	OVERALL SCORE	

Received
SEP 13 2024

WPS SQLI Survey - HC 2023

Central Services

Q	0	1	2	3	4	total	0*Never	1*Rarely	2*Some	3*Mostly	4*Always	total	Score
1	0	0	4	9	11	24	0	0	8	27	44	79	3.29
2	0	0	1	7	16	24	0	0	2	21	64	87	3.63
3	1	0	9	10	5	25	0	0	18	30	20	68	2.72
4	0	1	3	12	8	24	0	1	6	36	32	75	3.13
5	0	0	2	14	9	25	0	0	4	42	36	82	3.28
6	0	0	6	9	10	25	0	0	12	27	40	79	3.16
7	0	0	3	15	6	24	0	0	6	45	24	75	3.13
8	0	2	2	9	11	24	0	2	4	27	44	77	3.21
9	0	0	0	4	20	24	0	0	0	12	80	92	3.83
10	0	0	0	7	18	25	0	0	0	21	72	93	3.72
11	0	0	1	9	15	25	0	0	2	27	60	89	3.56
12	0	0	1	5	19	25	0	0	2	15	76	93	3.72
13	0	7	6	8	4	25	0	7	12	24	16	59	2.36
14	0	3	13	6	2	24	0	3	26	18	8	55	2.29
15	0	0	3	8	13	24	0	0	6	24	52	82	3.42
16	0	1	2	13	8	24	0	1	4	39	32	76	3.17
17	0	1	1	8	14	24	0	1	2	24	56	83	3.46

I can be alone when I wish

My privacy is respected when people care for me

I get my favorite foods here

I can eat when I want

I have enough variety in my meals

I enjoy mealtimes

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

18	0	1	0	8	15	24	0	1	0	24	60	85	3.54	I decide when to go to bed
19	3	2	13	2	3	23	0	2	26	6	12	46	2.00	I can go where I want on the spur of the moment
20	2	1	7	10	3	23	0	1	14	30	12	57	2.48	I control who comes into my room
21	0	2	3	8	11	24	0	2	6	24	44	76	3.17	I decide which clothes to wear
22	0	1	0	10	13	24	0	1	0	30	52	83	3.46	I decide how to spend my time
23	0	0	0	5	20	25	0	0	0	15	80	95	3.80	I am treated with respect by staff
24	0	0	0	11	14	25	0	0	0	33	56	89	3.56	Staff pay attention to me
25	0	0	1	4	18	23	0	0	2	12	72	86	3.74	I can express my opinion w/out fear of consequences
26	0	0	0	10	15	25	0	0	0	30	60	90	3.60	staff respect what I like and dislike
27	0	3	9	8	5	25	0	3	18	24	20	65	2.60	care/support I get help me live my life the way I want
28	0	0	2	17	5	24	0	0	4	51	20	75	3.13	Staff respond quickly when I ask assistance
29	0	0	0	10	11	21	0	0	0	30	44	74	3.52	This site staff respond to my suggestions
30	0	0	0	5	20	25	0	0	0	15	80	95	3.80	I get the health services I need
31	0	0	3	16	6	25	0	0	6	48	24	78	3.12	Staff have enough time fo rme
32	0	0	0	8	17	25	0	0	0	24	68	92	3.68	Staff know what they are doing
33	0	1	1	16	6	24	0	1	2	48	24	75	3.13	My services are delivered when I want them
34	0	1	11	10	2	24	0	1	22	30	8	61	2.54	Some of the staff know the story of my life
35	0	0	11	8	6	25	0	0	22	24	24	70	2.80	I consider a staff member my friend
36	1	0	12	6	5	24	0	0	24	18	20	62	2.58	I have a special relationship with a staff member

Received

SEP 13 2024

Central Services

37	0	2	6	12	5	25	0	2	12	36	20	70	2.80	Staff take time to have a friendly conversation w/ me
38	0	0	1	14	9	24	0	0	2	42	36	80	3.33	Staff ask how my needs can be met
39	0	1	1	22	0	24	0	1	2	66	0	69	2.88	I have same nurse assistant on most weekdays
40	1	1	10	9	2	23	0	1	20	27	8	56	2.43	I have enjoyable things to do here on weekends
41	3	1	8	9	2	23	0	1	16	27	8	52	2.26	I have enjoyable things to do here on evenings
42	1	1	10	9	2	23	0	1	20	27	8	56	2.43	I participate in meaningful activities
43	0	0	4	14	3	21	0	0	8	42	12	62	2.95	I can participate in religious activities
44	0	2	7	11	3	23	0	2	14	33	12	61	2.65	Opportunity for time w/other like minded residents
45	2	3	16	1	1	23	0	3	32	3	4	42	1.83	Have opportunity to explore new skills and interests
46	3	9	10	2	0	24	0	9	20	6	0	35	1.46	Another resident here is my close friend
47	4	3	6	0	0	23	0	13	12	0	0	25	1.09	People ask for my help or advice
48	5	0	2	6	0	23	0	0	4	18	0	22	0.96	I have opportunities for affection or romance
49	0	3	8	11	1	23	0	3	16	33	4	56	2.43	It is easy to make friends here
50	2	5	11	5	0	23	0	5	22	15	0	42	1.83	I have people who want to do things together with me
	38	68	230	450	412	1198	0	68	460	1350	1648	3526	2.94	

OVERALL SCORE

SQLI SURVEY - HC 2023	WPS
Entered	25
Declined to take	0
Total available	25
Percentage Response	100%

Received
SEP 13 2024
Central Services

Highlighted numbers show Westminster Palms overall average score.

Benchmark = Average of Top Four Communities for the Past Three Years

Year	2019	2020	2021	2022	2023	2024
	3.79	3.63	3.46	3.35	3.13	
	3.21	3.29	3.03	3.03	2.94	
	3.09	3.06	2.92	3.02	2.84	
	3.02	3.04	2.74	2.89	2.81	
Avg.	3.28	3.26	3.04	3.07	2.93	0.00
Benchmark			3.13	3.19	3.12	3.01

Received

SEP 13 2024

Central Services

Please see attachment # B for more information on SQLI

F. Family and Community Involvement

Residential Life is enhanced by the insights, skills, and active engagement of families and volunteers. Our team members are committed to connectivity to reduce resident isolation and strengthen family bonds.

At Westminster Palms, we offer a variety of enriching volunteer opportunities that foster community and connection. Our Independent Living residents and external volunteers can engage in one-on-one visits, providing companionship and support. The Outdoor Bridge Program invites volunteers to accompany Health Center residents on walks around our scenic campus or enjoy time on our outdoor patio, promoting time spent in fresh air and meaningful conversation. Our campus choir performs multiple shows for Health Center residents throughout the year, bringing music and joy to our community. Additionally, we have a vibrant partnership with a local preschool and elementary school. The children visit our campus to participate in intergenerational activities such as Christmas performances, Easter egg hunts, Halloween songs and trick-or-treating, and arts and crafts. Families are also encouraged to join us for themed dinners, events, and cookouts throughout the year, enhancing the sense of community and togetherness. In addition to the “human” volunteers, we have an active group of “animal” volunteers including dogs, bunnies, cats, and birds. All of them bring joy and a smile to our residents.

Westminster Palms volunteers which are comprised of resident families, residents and external community members completed from August 1 of 2023 to July 31 of 2024, a total of 23,580 volunteer hours, averaging 1,965 hours a month.

G. Stable Workforce

G.1 Efforts to maintain a stable workforce and to reduce staff turnover of Licensed Nurses and CNAs

Work with Excellence, Serve with Heart

We believe that our team members are our greatest asset! We are committed to offering competitive pay and benefits, to treating everyone equitably, and to providing every team member with the opportunity to train and thrive. We seek to provide the highest quality work environment and highly encourage the professional growth and

Section F. – Community/Family Involvement

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

See attached flyers of community events for families and members of the community. Please note this is not limited to just these flyers provided.

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.

See Attached documents on email.

Westminster Palms

Date: 09/17/2024

Staffing Report										
Year	Quarter	Employed CNAs	Employed Nurses	Employed Licensed Nurses	CNAs Employed for 1 Year	Licensed Nurses Employed for 1 Year	CNAs Resigned or Terminated	Licensed Nurses Resigned or Terminated		
2022	1st	16	16	5	11	4	1	2		
2022	2nd	18	18	6	11	5	2	0		
2022	3rd	17	17	6	13	5	2	0		
2022	4th	16	16	5	10	4	2	2		
2023	1st	16	16	5	11	4	3	0		
2023	2nd	15	15	5	11	4	3	0		
2023	3rd	15	15	4	10	3	2	2		
2023	4th	15	15	5	10	4	1	2		
2024	1st	13	13	8	11	5	3	0		
2024	2nd	14	14	8	10	3	2	1		

WESTMINSTER PALMS		73													
TURNOVER/RETENTION REPORT WORKSHEET		FROM 01/01/2022		TO 12/31/2022											
DESCRIPTION	ADP CODE	BEG EMP	TOTAL HIRED	TOTAL TERMINATED	END EMP	EMPLOYED OVER 1 YR	TERMINATED GREATER THAN 3 MONTHS	CURRENT PERIOD RETENTION	PERIOD TURNOVER	ANNUALIZED TURNOVER FYE	Gold Seal Calc (Stability Rate)				
NURSING SERVICES DIRECT CARE:															
RN DIRECT CARE	3060	6	2	3	5	4	3	80.00%	60.00%	60.00%					
RN DIRECT CARE WEEKEND PLAN	3160	0	0	0	0	0	0	0.00%	0.00%	0.00%					
WOUND CARE RN	3360	0	0	0	0	0	0	0.00%	0.00%	0.00%					
RESTORATIVE RN	3560	0	0	0	0	0	0	0.00%	0.00%	0.00%					
RN PILB DIRECT CARE	5260	1	0	1	0	0	1	100.00%	0.00%	0.00%					
LPN DIRECT CARE	4060	1	0	0	1	1	0	0.00%	0.00%	0.00%					
LPN DIRECT CARE WEEKEND PLAN	4160	0	0	0	0	0	0	0.00%	0.00%	0.00%					
WOUND CARE LPN DIRECT CARE	4360	0	0	0	0	0	0	0.00%	0.00%	0.00%					
RESTORATIVE LPN DIRECT CARE	4560	0	0	0	0	0	0	0.00%	0.00%	0.00%					
LPN PILB DIRECT CARE	5360	0	0	0	0	0	0	0.00%	0.00%	0.00%					
CNA DIRECT CARE	5060	17	8	6	19	12	5	63.16%	26.32%	26.32%					
CNA DIRECT CARE WEEKEND PLAN	5160	0	0	0	0	0	0	0.00%	0.00%	0.00%					
CNA PILB DIRECT CARE	5460	0	0	0	0	0	0	0.00%	0.00%	0.00%					
RESTORATIVE CNA DIRECT CARE	5560	0	0	0	0	0	0	0.00%	0.00%	0.00%					
NON CERTIFIED AIDE	5660	1	1	2	0	0	0	0.00%	0.00%	0.00%					
GRADUATE AIDE DIRECT CARE	5760	0	0	0	0	0	0	0.00%	0.00%	0.00%					
TOTAL DIRECT CARE	DC	26	11	12	25	17	9	68.00%	36.00%	36.00%	68.00%				
TOTAL REGISTERED NURSES	RN	7	2	4	5	4	4	80.00%	80.00%	80.00%					
TOTAL LICENSED PRACTICAL NURSES	LPN	1	0	0	1	1	0	100.00%	0.00%	0.00%					
TOTAL LICENSED NURSES	LN	8	2	4	6	5	4	83.33%	66.67%	66.67%					
TOTAL CERTIFIED NURSING ASSISTANTS	CNA	18	9	8	19	12	5	63.16%	26.32%	26.32%					

DESCRIPTION	ADP CODE	BEG EMP	TOTAL		TOTAL			TERMINATED GREATER THAN 3 MONTHS	CURRENT PERIOD RETENTION	ANNUALIZED TURNOVER FYE	Gold Seal Calc (Stability Rate)
			HIRED	TERMINATED	END EMP	EMPLOYED OVER 1 YR	TURNOVER				
NURSING SERVICES DIRECT CARE:											
RN DIRECT CARE	3060	5	1	1	5	3	1	60.00%	20.00%	20.00%	
RN DIRECT CARE WEEKEND PLAN	3160	0	0	0	0	0	0	0.00%	0.00%	0.00%	
WOUND CARE RN	3360	0	0	0	0	0	0	0.00%	0.00%	0.00%	
RESTORATIVE RN	3560	0	0	0	0	0	0	0.00%	0.00%	0.00%	
RN PILB DIRECT CARE	5260	0	0	0	0	0	0	0.00%	0.00%	0.00%	
LPN DIRECT CARE	4060	0	3	0	3	0	0	0.00%	0.00%	0.00%	
LPN DIRECT CARE WEEKEND PLAN	4160	0	0	0	0	0	0	0.00%	0.00%	0.00%	
WOUND CARE LPN DIRECT CARE	4360	0	0	0	0	0	0	0.00%	0.00%	0.00%	
RESTORATIVE LPN DIRECT CARE	4560	0	0	0	0	0	0	0.00%	0.00%	0.00%	
LPN PILB DIRECT CARE	5360	0	0	0	0	0	0	0.00%	0.00%	0.00%	
CNA DIRECT CARE	5060	15	4	5	14	10	5	71.43%	35.71%	35.71%	
CNA DIRECT CARE WEEKEND PLAN	5160	0	0	0	0	0	0	0.00%	0.00%	0.00%	
CNA PILB DIRECT CARE	5460	0	0	0	0	0	0	0.00%	0.00%	0.00%	
RESTORATIVE CNA DIRECT CARE	5560	0	0	0	0	0	0	0.00%	0.00%	0.00%	
NON CERTIFIED AIDE	5660	0	0	0	0	0	0	0.00%	0.00%	0.00%	
GRADUATE AIDE DIRECT CARE	5760	0	0	0	0	0	0	0.00%	0.00%	0.00%	
TOTAL DIRECT CARE	DC	20	8	6	22	13	6	59.09%	27.27%	27.27%	
TOTAL REGISTERED NURSES											
	RN	5	1	1	5	3	1	60.00%	20.00%	20.00%	
TOTAL LICENSED PRACTICAL NURSES											
	LPN	0	3	0	3	0	0	0.00%	0.00%	0.00%	
TOTAL LICENSED NURSES											
	LN	5	4	1	8	3	1	37.50%	12.50%	12.50%	
TOTAL CERTIFIED NURSING ASSISTANTS											
	CNA	15	4	5	14	10	5	71.43%	35.71%	35.71%	

development of all our team members. As part of our performance evaluation process, leaders seek to find out what career path the team member would like to pursue and how we can assist them in doing so. Team members are then assisted with a career development plan and given established standards and guidance to get them on their career path. Whether it's within their current department or another area, we have created pathways that have led them on to further their career choice.

- Team members continue to ensure their professional licenses and certifications are kept current and regularly participate in continuing educational opportunities to maintain their CEUs.
- Team members can also take free CEUs that are available online through our online training program.
- All team members, including salaried leaders, can further their education through the Westminster Palms Resident Scholarship Program which is eligible to new hires after 3 months of service. This program also pays educational costs directly to the institution so there are no out-of-pocket costs to our team members.
- Full-time team members, after one year of service, are also eligible for the Westminster Communities of Florida Tuition Reimbursement Program, which reimburses educational classes based upon grades. This program can be used simultaneously with the Resident Scholarship Program.
- The College Loan Repayment Assistance Program is offered to full-time team members with one year of service. They must be in good standing and have elected benefits. Westminster Communities will assist the team member to repay college loans for obtaining their Associate degree or Bachelor degree. The program must either be related to the team member's current position or assist the team member in securing a better position within the organization.

By fostering a work environment of personal growth and care we have found that it has resulted in:

- Team members having the ability to share their knowledge and do third party teaching.
- A better qualified staff to have various situations and scenarios as they arise when caring for older adults.
- A heightened awareness of the needs our residents and their families may have.
- A more consistent and cohesive team that is in tune to each individual resident and their preferences of caring for them.
- Reduced team member turnover and an increase in team member employment referrals.

Our Team Members are our Greatest Asset

Upon hire, all team members complete an extensive one-on-one onboarding process with the Human Resource Director to include a review of key policies as listed in the Team Member Handbook and ensure that they understand basic procedures such as how they are paid, workplace expectations and receive their picture name badge before their first day of employment. On the first day of employment, all new hires are personally greeted by their supervisor with a swag bag and given a guided tour and introduction to the workplace and fellow co-workers. Each month, the Human Resource Director along with key leaders, conduct a New Hire Orientation which covers information about our organization as well as required Standard and guidelines. Topics include: the organization's mission/vision, a personal video message from our CEO, our "Creating Legends" team member recognition program, our future expansion projects for our community, regulatory topics, HR policies/procedures, mentor introductions and a community tour. We also provide them with a lunch bag, water bottle and fill them with treats. We also provide lunch for the attendees with the Chef's featured choice for them to enjoy during the orientation too.

Received

SEP 13 2024

Central Services

Our Team Member Recognition Program is called Creating Legends. It exists to encourage and honor team members who provide outstanding service consistent with our Mission. Through the Creating Legends Program, we honor team members who have provided Legendary Service to residents, family member and fellow team members. The Creating Legends program encompasses the following elements: Seven Habits of Legendary Service, Legendary Recovery, Four Disciplines, Recognition of Legends and Legendary Team Member of the Year. Nominations of a team member can be made by residents, resident family members, co-workers, visitors, leaders or volunteers. The nominations are reviewed by a committee of team members, residents, and directors and awards are given in the form of a printed certificate, letter of acknowledgement and a monetary award in their paycheck. They are also recognized publicly during our Team Member All Staff Meetings, Resident Town Hall Meetings and in the monthly newsletter.

Each month our Team Member Retention Committee comprised of leaders and team members from various departments meet to strategize ways to continue to enhance our work environment and ensure team member satisfaction. Some topics include preferred communication methods, celebratory events, or other strategic ideas. "Happy to Work Here" is our Strategic Culture Plan where leaders are assigned to committees that set goals quarterly, design deliverables around those goals each month and document the outcomes and achievements. For the upcoming quarter our goals are: 1.) Leadership 2.) Team Member Experience 3.) Communication. Each week all team members receive inspirational topics from our community support services office that we can implement in our operations that week.

We offer our team members a competitive benefits plan, featuring:

- Medical Insurance – three plan options along with a \$250 Wellness Incentive for completing an annual physical. (FT)
- Dental Insurance – three plan options (FT)
- Vision Insurance (FT)
- Voluntary Term Life Insurance – available to team member, spouse and child(ren) (FT)
- Hospital Indemnity Plan, Voluntary Group Accident and Voluntary Group Critical Illness (FT)
- Health Advocate – free assistance with resolving healthcare and insurance related issues (FT)
- Short-Term Disability (FT)
- Flexible Spending Plans for medical for team member and dependent care (FT)
- Bereavement Leave and Paid Jury Duty (FT)
- Tuition Reimbursement Program after 1 year of service (FT)
- Basic Life & AD&D Insurance – benefit amount is three times annual salary premium paid by company (FT)
- Long Term Disability – premium paid by company (FT)
- PTO Hours (hours can be sold in 20 hour increments as long as 80 hours remain afterwards) (FT & PT)
- 403(b) Retirement Plan with a Roth option available (All Team Members)
- A 3% company match after 1 year of service Jan. 1 or July 1 whichever is soonest after 1 year anniversary. (FT)
- Profit-Sharing Plan for any team member completing over 1,000 hours of service within 1 year of employment. (All Team Members)
- Employee Assistance Program (EAP) - free counseling for all team members and their families (All Team Members)
- Resident Scholarship Program to further education after 3 months of service and a minimum of 16 hours worked per week. (All Team Members)
- Resident Appreciation Fund for team members (All Team Members)
- Foundation Mercy Fund for catastrophic situations (All Team Members)
- Free Flu Shots and Hepatitis B vaccinations (All Team Members)
- Discounted Meals of only \$5.00 in our café. (All Team Members)

Received

SEP 13 2024

Central Services

How do you identify your training needed.

Section H. - Targeted In-Service

Please indicate the facility's actions to identify in-service training needs by internal and/or external quality. As a Skilled Nursing Facility, identifying in-service training needs is essential for maintaining high-quality care and compliance with regulations. Our facility employs a multi-faceted approach to assess training requirements, which includes both internal and external quality assurance efforts.

Internal Quality Assurance Efforts

1. **Regular Performance Evaluations:** We conduct annual performance reviews for all staff members. These evaluations help identify individual strengths and areas for improvement, which can guide targeted training.
2. **Incident Reports and Feedback Mechanisms:** We analyze incident reports, resident feedback, and family surveys to identify common issues or gaps in knowledge among staff. This data helps us pinpoint specific training needs.
3. **Staff Surveys and Assessments:** Periodic surveys and assessments gather input from staff about their perceived training needs and any challenges they face in their roles. This helps us tailor training programs to address specific concerns.
4. **Observation and Monitoring:** Management conducts regular observations of staff interactions and care delivery. This allows us to identify areas where additional training may be beneficial, particularly in areas like communication, safety protocols, and patient handling.

External Quality Assurance Efforts

1. **Compliance Audits:** We participate in regular audits conducted by external regulatory bodies. The findings from these audits often highlight areas where staff training may be lacking or where updates are needed to stay compliant with regulations.
2. **Benchmarking Against Best Practices:** We compare our performance metrics against industry standards and best practices. This helps us identify gaps in our training programs and align them with recognized benchmarks.

3. **Collaboration with Healthcare Organizations:** We partner with local healthcare organizations and educational institutions to stay informed about emerging trends, technologies, and best practices in elder care. These collaborations often lead to joint training opportunities.
4. **Feedback from Quality Improvement Initiatives:** We participate in quality improvement initiatives and gather data on key performance indicators. Analyzing this data helps us determine where additional training can enhance outcomes

Identifying Training Needs:

To systematically identify our training needs, we:

Aggregate Data: Compile data from all sources (internal evaluations, incident reports, audits, and surveys) to create a comprehensive view of training needs across the facility.

Prioritize Needs: Based on the data, we prioritize training topics that will have the most significant impact on resident care and staff performance.

Develop a Training Plan: We create a training calendar that outlines scheduled in-service training sessions, ensuring that all staff have access to the necessary resources and learning opportunities.

By continually assessing and adapting our training programs, we strive to foster a culture of excellence in care and ensure our staff is well-equipped to meet the diverse needs of our residents.

G.2. A Stability Rate to include that at least 50% of its staff have been employed at the facility for at least one year

Please see attachment # C our stability rate: 67% of staff have been employed at the facility for at least one year.

H. Target-In-Service

All team members must complete an extensive set of learning modules prior to being assigned any specific work duties. This includes an interactive computer/video training program, hands-on training and orientation. A new hire orientation is required by all team members, and it is conducted by the Human Resources Director and key department leaders. Topics include:

- Resident Rights
- identifying changes in resident conditions
- Stop & Watch
- Elopement
- Infection Control-Hand Washing
- Codes
- QAPI
- HR Policies & Procedures/Team Member Handbook
- Emergency Preparedness
- Proper Body Mechanics
- Lifting Properly
- OSHA
- FIRE
- Emergency Codes
- Resident & team member safety and an introduction to the overall community.

New hires are also assigned a department mentor to assist in their initial training. On the Nursing Team a new hire is assigned an on-the-job preceptor they are required to shadow while doing resident care tasks and responsibilities. Skills Assessment Competency Checklists are to be completed for all team members at the end of their department orientation before they can work on the floor on their own.

A calendar of in-service education is created annually for all team members. All team members are required to attend the topics that are required by the State and Federal regulatory agencies. In addition, Licensed Nurses and Certified Nursing Assistants (CNAs) are to complete additional in-service education as required by their respective licensing board. Each team member is responsible to sign in on their in-service record at the time of the in-service training. All in-service records are monitored regularly as well as internally audited by the department leader.

Attached # D is the annual training calendar along with an in-service check list for Licensed Staff and CNA's.

I. Best Practices

- I.(1) Resident Satisfaction
- (1b) Concern/Grievance Resolution
- (1c) NHA and DON Rounding

Received
SEP 13 2024
Central Services

I.(2) Nursing Quality Initiatives

(2a) PDSA model for Process Improvement

(2b) Weekly SOC Meeting

(2c) SBAR and Physician Collaboration

I.(3) Dining Initiatives

I.(4) Resident Centered Programs

(4a) Eldergrow

(4b) Volunteer Program

(4c) It's Never too late (IN2L)

(4d) Facetime calls with family

(4e) Social Activities

1.(6)- Human Resources

(6a) Scholarship Committee

I.1 Resident Satisfaction

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 round 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 they are 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 education according to trends reported during rounds. NHA and DON rounds also provide an opportunity to celebrate the staff as residents often are very

Received
SEP 13 2024

Central Services

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.

I.(2) Nursing Quality Initiatives

I.(2a) PDSA Model for Quality Improvement

-At Westminster Palms we utilize the “Plan Do Study Act” (PDSA) process improvement model as our primary tool to track and drive process improvement. This 4-step model for problem solving has helped improve resident outcomes and perform on a high level during regulatory surveys. During monthly Quality Assessment and Process Improvement (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. We have included a resident as a part of our QAPI Committee. The resident takes part in collaborating with the leadership team and the physician on a resolution that will improve outcomes. Feedback from the resident’s perspective has been very helpful in understanding what our resident needs are and the areas of focus.

While the PDSA model guides us through process improvement, 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.

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

-Westminster Palms works hard to achieve the best resident outcomes. Our weekly standards of care meeting focuses on a few resident specific quality indicators . Included in these meetings are nursing leaders, physical therapist, 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 and the effectiveness of the interventions.

*Falls- review interventions and care plans

*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

Received

SEP 13 2024

I.(2c) SBAR and Physician Collaboration

-Westminster Palms 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, determine and initiate interventions for resident care. This tool helps Westminster Palms be successful and improve resident care.

-SBAR and Physician Collaboration: Cardiologist, Dermatologist, Podiatrist and Audiologist -At Westminster Palms the nursing team collaborates with specialist on a monthly basis or when there a change in condition. The specialist MD works with nursing team based on appropriate interventions. We meet monthly in our QAPI meetings to discuss opportunities. Physician collaboration is extremely important in achieving successful outcomes.

Central Services

I.(3)- Dining Initiatives

I.(3b) Fine Dining Experience

Westminster Palms offers fun filled monthly events which include, Sunday brunch, Dinner and a Movie night, and weekly interactive special breakfast with omelet stations, fresh bagels and breads, fresh fruits, eggs benedict, cinnamon swirl French toast. Accomplishing this task through a scratch kitchen, well thought out corporate seasonal menus and recipes, with an amazing dining team. Our “Taste of Westminster” is featured daily 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)- Eldergrow

Eldergrow is a senior program designed to enrich the lives of older adults through therapeutic gardening. This innovative program brings indoor gardening setups into senior living communities, allowing residents to engage in hands-on horticultural activities. The benefits of Eldergrow for the senior population are multifaceted:

1. **Mental Stimulation:** Gardening activities stimulate cognitive functions, helping to keep the mind active and engaged.
2. **Emotional Well-being:** The act of nurturing plants can reduce stress and enhance mood, contributing to overall emotional health.
3. **Physical Activity:** Gardening provides gentle exercise, promoting physical health and mobility.
4. **Social Interaction:** Group gardening activities encourage socialization, helping to build connections and reduce feelings of isolation.
5. **Sense of Purpose:** Caring for plants gives residents a sense of accomplishment and purpose, boosting self-esteem and personal satisfaction.

Overall, Eldergrow supports holistic well-being by integrating nature and nurturing into the daily lives of seniors, enhancing both their physical and emotional quality of life.

Westminster Palms was interviewed by a local TV station FOX 13 Tampa Bay on our Eldergrow program at our community. See link for interview: <https://www.fox13news.com/video/1292283>

Received

SEP 13 2024

Central Services

I.(4b) Volunteer Program

The Westminster Palms Health Center is proud of the 1:1 volunteer program that has been built to support the Health Center residents with dementia. Volunteers go through an extensive training on dementia and elder care. Once training is complete, they are matched with residents who have similar interests to provide 1:1 companionship. The volunteers visit weekly and/or monthly 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 visit with those

that do not have family during the holidays. In addition to this, Assisted Living residents at Westminster Palms volunteer to arrange and deliver flowers, donated through our partnership with Trader Joes, to the Health Center activity and dining room. This 1:1 volunteer approach has created an environment where volunteers empathize with the residents, 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 Palms Health Center is a proud recipient of a Westminster Communities of Florida Foundation donations from current and past residents. These donations allowed Westminster Palms to purchase an IN2L system. This system has allowed us to integrate fun, relevant and sustainable programming that is innovative, rewarding and enriches the lives of all our residents. This happens through the implementation IN2L 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. We continue to see improvement in both of these since the implementation of this technology. Residents find much joy in IN2L as it promotes socialization with other residents and families. Also, residents remain engaged in person centered activities.

Please see attachment #E for IN2L case study.

I.(4d) Facetime Calls with Families

Throughout the pandemic, Westminster Palms Health Center continuously provided Zoom and Facetime calls to allow family members to interact with their loved ones during times of quarantine and shutdowns. The entire interdisciplinary team participated in ensuring these calls were completed.

Since the pandemic, CDC and AHCA guidelines have returned to a more pre-pandemic state. The activities team continues to offer 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 use of facetime and zoom has really helped with combating the effects of loneliness and isolation through the pandemic and post pandemic.

I.(4e) Social Activities

At Westminster Palms, staff are dedicated to fostering person-centered activities that cater to the individual preferences and dreams of residents. A shining example of this commitment is the initiative led by Jackie Sahhar, the Nursing Home Administrator. Recognizing the lifelong dream of one resident, who was 106 years old, Jackie orchestrated a memorable day out by arranging a visit to a Tampa Bay Rays baseball game. The resident had always wished to attend a game, and Jackie made it happen, securing a luxury skybox suite for the event and arranging a meet-and-greet with the head coach. The community rallied together to ensure that this special day was everything the resident had hoped for. The remarkable story and the efforts to fulfill the resident's dream were featured in LeadingAge Florida's Senior Living magazine, highlighting Westminster Palms' dedication to personalized care and exceptional resident experiences. See attached LeadingAge article share this special story.

See TV interview coverage: <https://www.youtube.com/watch?v=nKzrNuw577c>

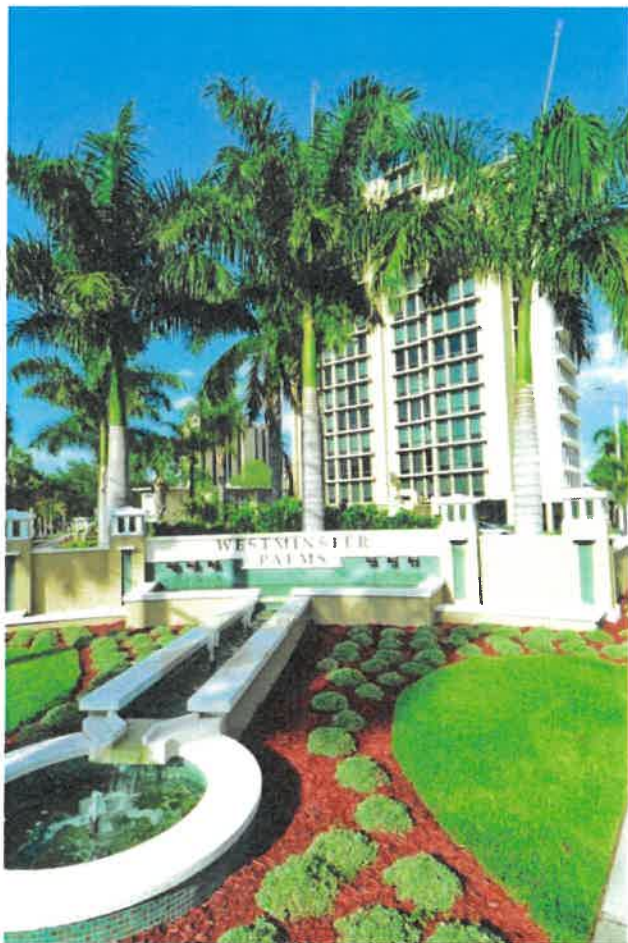
Please see attachment #F for LeadingAge article.

Received

SEP 13 2024

Central Services

Community Pictures:



Received

SEP 13 2024

Central Services



Palm Center Lobby with bird aviary.

Received
SEP 13 2024
Central Services



Nursing Center Private Room.

Received

SEP 13 2024

Central Services

Attachment # A



RATING ACTION COMMENTARY

Fitch Rates Presbyterian Retirement Communities OG (FL) 2024 Revs 'A-'; Affirms IDR; Outlook Stable

Mon 05 Aug, 2024 - 12:17 PM ET

Fitch Ratings - New York - 05 Aug 2024: Fitch Ratings has assigned an 'A-' rating to the following bonds expected to be issued on behalf of Presbyterian Retirement Communities Obligated Group (PRC OG):

--\$81,805,000 Orange County Health Facilities Authority Revenue Bonds (Presbyterian Retirement Communities Obligated Group Project) series 2024.

Fitch has also affirmed PRC OG's Issuer Default Rating (IDR) at 'A-' and the rating on various series of revenue bonds issued by the St. Johns County Industrial Development Authority and the Orange County Health Facilities Authority on behalf of the PRC OG at 'A-';

The Rating Outlook is Stable.

The bonds are expected to be issued as fixed rate. Bond proceeds will be used to fund capital projects (approximately \$50 million), refund various series of outstanding debt, including the PRC OG's 2014 bonds and the outstanding debt for Florida Presbyterian Homes, Inc (FPH), a life plan community (LPC) in Lakeland, Florida that will be joining the PRC OG, and pay for the cost of issuance. Maximum annual debt service (MADS) is expected to increase to \$21.7 million. The 2024 bonds are expected to price via negotiation the week of August 26.

Received

SEP 13 2024

Central Service

We use cookies to deliver our online services, to understand how they are used and for advertising purposes. Details of the cookies we use and instructions on how to disable them are set out in our Privacy Policy.

Presbyterian Retirement Communities Obligated Group (FL)	LT IDR Affirmed	A- Rating Outlook Stable	A- Rating Outlook Stable
Presbyterian Retirement Communities Obligated Group (FL) /General Revenues/1 LT	LT	A- Rating Outlook Stable	Affirmed A- Rating Outlook Stable

VIEW ADDITIONAL RATING DETAILS

The 'A-' rating reflects the expected resilience of the PRC OG's financial profile through Fitch's forward-looking scenario analysis, given its robust business profile, which is characterized by strong revenue defensibility as a multi-campus, regionally diverse life plan community (LPC), and its sound operating and capital metrics.

The rating affirmation also incorporates the additional debt being issued, and the PRC OG's acquisition of FPH, an LPC in Lakeland, FL. FPH consists of 115 independent living (IL) houses, 59 apartments, 46 assisted living (AL) apartments, and a 66-bed skilled nursing center and generated about \$17 million in revenues in its last full fiscal year. The PRC OG is refinancing FPH's outstanding debt (about \$14 million in bank debt) as part of the current bond issue, and FPH will enter the PRC OG with about \$9 million in unrestricted cash and investments.

Fitch views the FPH acquisition as credit neutral, given the size of the PRC OG (about \$865 million in total assets) relative to FPH (about \$59 million in total assets). FPH's operating performance and occupancy are lower than PRC OG's. Fitch expects these to improve given the PRC OG management's track record of improving the performance of the LPCs it acquires. However, the rating affirmation does not assume any improvement at FPH.

The PRC OG's financial profile remains mixed. Cash-to-adjusted debt falls outside Fitch's criteria's suggested rating category (it was approximately 60% at FYE 2024; March 31 YE), while maximum annual debt service (MADS) coverage, which has been consistently above

Received
SEP 13 2024

Central Service

We use cookies to deliver our online services, to understand how they are used and for advertising purposes. Details of the cookies we use and instructions on how to disable them are set out in our Privacy Policy.

While key leverage metrics can be stressed for periods of time, Fitch expects the metrics will return to historical levels over a three to five-year period as IL expansions fill, acquisitions are absorbed, and additional cash flow is generated. Over these extended periods, MADS coverage remains consistent with the rating category. The PRC OG is currently moving forward on IL expansions on its Westminster St. Augustine and Westminster Woods on Julington Creek campuses.

SECURITY

The bonds are secured by a pledge of gross revenues of the PRC OG and a first mortgage lien on certain PRC OG properties.

KEY RATING DRIVERS

Revenue Defensibility - 'aa'

Sizable Multi-Market LPC Provider

The strong revenue defensibility is supported by sound demand for services as indicated by historical occupancy of above 90% across all three levels of care, with more than 3,600 total units in service in. In FY24, IL, AL, and skilled nursing occupancies averaged 91%, 93%, and 87%, respectively. With the addition of FPH, the PRC OG now operates 11 OG campuses located across seven distinct Florida markets: Orlando, St. Augustine, Jacksonville, Tallahassee, St. Petersburg, Bradenton, and Lakeland.

There is minimal overlap among the respective markets. Competition varies by community and Florida overall has many senior living providers as the product is very well accepted in the state. The FPH provide an additional measure of diversity, and its geographic location and pricing characteristics fit well with the PRC OG's other communities.

Fitch views the PRC OG's market diversity as mitigating demand and turnover risk at any single site and supporting expectations that the PRC OG will maintain its competitive position. Demographics in the PRC OG's markets are generally consistent with or better than state and national levels, and the PROC OG has been able to consistently raise its rates.

Received
SEP 13 2024
Central Services

We use cookies to deliver our online services, to understand how they are used and for advertising purposes. Details of the cookies we use and instructions on how to disable them are set out in our Privacy Policy.

replenish the waitlist, as the number of people on waitlist has been largely stable over the last five years, even as it has sold an average of 260 IL units a year over this time.

Operating Risk - 'bbb'

Sizable System with Adequate Operations; Robust Capex

The midrange assessment reflects operating metrics that are slightly light for a Type 'B' contract (the operating ratio averaged 106.7% over the last five years). The assessment also reflects a steady level of capital spending that is consistent with a system of PRC's size, and capital metrics that are solidly midrange. The operating ratio improved in FY24, dropping to 105.1% from 112% in FY23, driven by good cost management, rates increases, and sustained levels of occupancy.

PRC OG management indicated that inflationary and staffing pressures have begun to ease, which also contributed to the improved performance. The PRC OG has been able to limit the use of agency and has kept up with market adjustments as needed to keep the staffing situation stable. Fitch expects the PRC OGs operating ratio to remain below 105% over the next two to three years. Net entrance fee receipts, which were strong over the last two years, at about \$48 million, are expected to continue to support coverage above 2x.

The midrange assessment also reflects the PRC OG's robust capital spending, which has averaged 177.1% of depreciation over the last five years. Fitch expects capital spending to remain above depreciation over the next three to five years. The \$50 million of new money to be issued as part of the 2024 bond transaction will be used, in part, to fund infrastructure and life cycle projects across the system.

Additionally, key to maintaining the 'A-' rating are expansion projects that happen on various campuses across the system. The PRC OG generally absorbs the cost of construction (either through cash flow or permanent debt) and then replenishes the balance sheet with entrance fees. The replenishing of the balance sheet with entrance fees and the added revenue from the expansion units sustain the rating.

Capital-related metrics are consistent with the midrange operating risk assessment. Pro forma MADS represented a moderate 8% of FY24 revenues and debt to net available has

Received
SEP 13 2024
Central Services

We use cookies to deliver our online services, to understand how they are used and for advertising purposes. Details of the cookies we use and instructions on how to disable them are set out in our Privacy Policy.



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

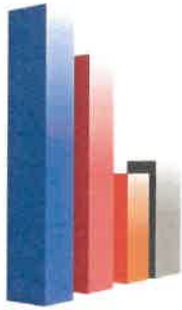
To become North America's leading post-acute and long-term care provider consortium for benchmarking clinical quality standards that reflect advancing innovative change ideas to raise the bar for excellence throughout our industry

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
SEP 13 2024
Central Services



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.

Received
SEP 13 2024
Central Services



Strategic, Academic and Innovation Partners

1. Actionmarguerite, 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. Actionmarguerite, 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



SENIORS QUALITY LEAP INITIATIVE

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
SEP 13 2024
Central Services

G.2. A stability rate to include that at least 50% of it's staff
 Attachment # C have been employed @ the facility for a least one year.

GL Dept	Job Title	Last Suffix, First MI	Status	FT / PT	Hire Date	Job Code	Seniority
00	Activities Asst Hlth Ctr	Jones, Stacey A.	A	F	4/5/2018	ACTAST73	6.4
00	Director of Social Svc	Patterson, Carole E.	A	F	5/29/2020	DIRSOC73	4.3
10	Fitness Employee	Coleman, Jayln	A	F	1/14/2022	FITEMP73	2.6
10	Wellness Coordinator	Capeles, Angel M.	A	F	2/21/2022	FITNES73	2.5
30	Asst Din Svcs Dir	Willerer, Richard A.	A	F	2/11/2019	ASTDIN73	5.5
30	Chef	Parisi, Dominic T.	A	F	5/31/2019	CHEF73	5.3
30	Dining Services Director	McAuliffe, Hollie	A	F	4/18/2022	DSDIR73	2.4
30	Dining Services Supvr	Shorter, Jasmine	A	F	1/3/2015	DINSVC73	9.6
30	Dining Services Tech I	Anderson, Christin	A	F	10/3/2023	1DNTEC73	0.9
30	Dining Services Tech I	Eddy, Jordan	A	P	10/10/2022	1DNTEC73	1.9
30	Dining Services Tech I	Gary, Grace	A	F	4/1/2003	1DNTEC73	28.9
30	Dining Services Tech I	Aguilar, Carmela P.	A	F	6/19/2024	1DNTEC73	0.2
30	Server	Wilgus, Deborah	A	F	10/16/2023	SERVER73	0.9
40	Director of Housekeeping	Sanders, Emelio J.	A	F	7/2/2007	DIRHSK73	17.1
40	Floor Technician	De Laleu, Ardouin	A	F	3/18/2022	FLRTEC73	2.4
40	Floor Technician	Jackson, Roderick G.	A	F	7/17/2024	FLRTEC73	0.1
40	Floor Technician	King, Michael A.	L	F	7/24/2017	FLRTEC73	7.1
40	Housekeeper	Cunningham, Carmen E.	A	F	6/27/2019	HSKP73	5.2
40	Housekeeper	Lampley, Natasha K.	A	F	1/27/2020	HSKP73	4.6
50	Director of Maintenance	Valcourt, Jose H.	A	F	8/22/2018	DRMAIN73	6
50	Maintenance Engineer	Boza Diaz, Miguel A.	A	P	11/5/2023	MAINEG73	0.8

Received

SEP 13 2024

Central Services

50	Maintenance Engineer	Martinez Gomez, Reinier	A	F	6/20/2023	MAINEG73	1.2
50	Maintenance Engineer	McLeod, Tron	A	F	1/26/2016	MAINEG73	8.6
50	Maintenance Supervisor	Weishaar, Josef	A	F	1/3/2022	MTNSPV73	2.6
60	Assistant Director of Nsg	Hunter, Julie	A	F	3/27/2024	ADON73	0.4
60	CNA On Call WPS	Robinson, Marketa N.	A	P	4/29/2022	CNAOC73	2.4
60	CNA On Call WPS	Rush, Darnaja	A	P	7/24/2024	CNAOC73	0.1
60	CNA St Petersburg	Adams, Destiny T.	A	P	7/3/2024	CNA73	0.1
60	CNA St Petersburg	Dorival, Jean Baptiste M.	A	F	10/12/2022	CNA73	1.9
60	CNA St Petersburg	Edmond, Jada	A	P	5/1/2024	CNA73	0.3
60	CNA St Petersburg	Holmes, Wayne C.	A	F	12/3/2018	CNA73	5.7
60	CNA St Petersburg	Johnson, Farrah	A	F	5/9/2023	CNA73	1.3
60	CNA St Petersburg	Kelly, Daniel I.	A	F	8/26/2021	CNA73	3
60	CNA St Petersburg	Keys, Tiwanya	L	F	3/31/2014	CNA73	10.4
60	CNA St Petersburg	Marti, Juan C.	A	F	1/3/2023	CNA73	1.6
60	CNA St Petersburg	McDaniel, Shirley	A	F	4/1/2003	CNA73	42.7
60	CNA St Petersburg	Moore, Shawamona	A	P	1/24/2024	CNA73	0.9
60	CNA St Petersburg	Newell, Fabiana A.	A	P	4/30/2024	CNA73	0.4
60	CNA St Petersburg	Teel, Paige R.	A	F	3/17/2020	CNA73	4.4
60	CNA St Petersburg	Vines, Dianne	A	F	3/2/2004	CNA73	20.5
60	Director of Nursing	Johnson, Alphonse	A	F	11/9/2015	DON73	8.8
60	LPN On Call WPS	Jolie, Jesuka O.	A	P	5/24/2024	LPNOC73	0.3
60	LPN St Petersburg	Greene, Kevin L.	A	P	1/14/2024	LPN73	0.6
60	RN On Call WPS	Cooper, Tswana	A	P	12/9/2023	RNOC73	0.7

Received

SEP 13 2024

60	RN St Petersburg	Cangemi, Gina M.	A	P	3/7/2018	RN73	6.4
60	RN St Petersburg	Davis, Linda J.	A	F	6/4/2019	RN73	15.1
60	RN St Petersburg	Harden, Cynthia D.	A	F	1/15/2019	RN73	5.6
60	RN St Petersburg	Salmon, Allison	A	F	7/29/2024	RN73	0.1
60	Staffing Manager	Brooks, Treasure	A	F	11/1/2023	STAFIN73	0.8

Received

SEP 13 2024

Central Services

H. Target - In-Service
Attachment # D

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-All-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

SEP 13 2024

Central Services

LPC AL and Nursing Dept New Hire

Module	Code	Hours
Handling Food Safely	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
Infection Control	PCC-CSNF-0141ILT*	1.0
6 Modules		4.25

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

- Clinical Team Requested ADD due to new regs

Received

SEP 13 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

SEP 13 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
FLADRD-Level 1 (90 days)	REL-PAC-0-FLADRD1	4.0
FLADRD-Level 2 (270 days)*	REL-PAC-0-FLADRD2	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

SEP 13 2024

Central Services

Licensed Nurse Competency

Employee Name: _____ Hire Date: _____

Competency Type: € Initial € Annual € Other: _____

Training on the following topics was provided. (* Indicates competence)

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
General			
Abuse, Neglect, Exploitation, Misappropriation € Signs and symptoms € Reporting protocols	€ Lecture/video, post test € Policy review, post test		
Dementia Management and Abuse Prevention	€ Video series with active participation € Lecture/video, post test		
Effective Communication	€ Lecture/video with role play € Lecture/video, post test		
Elements and Goals of QAPI Program	€ Lecture with post test		
Resident Rights and Facility Responsibilities	€ Lecture with post test € Signed receipt of information		
Requirements of Compliance and Ethics Program	€ Lecture with post test € Signed receipt of Code of Conduct		
Safety and Emergency Procedures € Active Shooter € Blood Borne Pathogens/Needlestick Injury € Emergency Codes € Evacuation/Shelter In Place € Fire Safety € Hazard Communication/ Safety Data Sheets € Lockout/Tagout € Missing Resident € Natural Hazards (tornado, hurricane, ice storm)	€ Lecture with post test € Disaster/fire drill participation € Table top exercise, active participation € Full scale exercise, active participation € Policy review, post test € Facility tour, demonstration		
Person Centered Care	€ Lecture/video, post test		
Cultural Competency (i.e. LGBT, religious affiliation, other characteristics of resident population)	€ Lecture/video, post test		
HIPAA Privacy and Security	€ Policy review, post test € Lecture/video, post test		
Infection Control			
Hand Hygiene	€ Lecture/video with return demonstration € See Hand Washing Validation Checklist		
Standard and Transmission Based Precautions/PPE	€ Policy review, post test € Lecture with return demonstration € See Removing PPE Validation Checklist € See Handling Soiled Linen Validation Checklist		
Isolation	€ Policy review, post test		
Infection Reporting € Residents with s/s infection € Employee with s/s infection/work restrictions	€ Policy review, post test		

Received
SEP 13 2024
Central Services

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
Behavioral Health			
Trauma-Informed Care	€ Lecture/video, post test		
Mood Disorders (ie. depression, anxiety)	€ Lecture/video, post test		
Psychiatric Disorders (ie. schizophrenia, personality)	€ Lecture/video, post test		
Substance Abuse Disorders	€ Lecture/video, post test		
Implementing Non-Pharmacological Interventions	€ Lecture/video, post test		
Suicide Precautions	€ Lecture/video, post test		
Nursing Skills			
Identification of Changes in Condition € Physical assessment € Lab values € Physician notification € Family notification	€ Observation, review of documentation € Education lab, return demonstration € Lecture, post test € Medical record review		
In-house Communication € Care plan € Nurse to dietary department € Nurse to therapy department € Nurse to nurse aide € Nurse to manager	€ Lecture, post test € Medical record review		
Documentation € Documentation system (paper/electronic) € Back up documentation system (if applicable) € Content € Frequency	€ Lecture, post test € Practice mode, review of documentation € Medical record review		
Basic Nursing Skills € Aspiration precautions/thickened liquids € Blood draw € Capillary blood glucose € Cardiac precautions € CPR € Crash cart overview € Drain/tube management € DVT prevention € Nail care € Normal/"alert" vital signs € Orthopedic precautions € Ostomy care € Oxygen therapy € Physical assessment € Seizure precautions € Tracheostomy care € Urinary catheterization € Urinary/bowel specimen collection € Wound cultures	€ Skills fair € See Oxygen Safety Education Form € See Catheterization Validation Checklists € Lecture, post test € Policy review, post test € Lecture, return demonstration € Product demonstration, return demonstration € CPR class, proof of completion (I.e. card) € Direct observation		
Basic Restorative Skills € Falls prevention program € Bowel/bladder management program € Bed mobility € Transfers € Ambulation with/without devices € Wheelchair locomotion € Range of motion exercises € Splint management	€ Program review, post test € Lecture, post test € Lecture, return demonstration € Product demonstration, return demonstration € Direct observation		

Received

SEP 13 2024

Central Services

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
<ul style="list-style-type: none"> € Eating and/or swallowing € Amputation/prosthesis care € Use of lifts (EZ Stand, hoier) 			
Skin and Wound Care <ul style="list-style-type: none"> € Arterial, diabetic, venous wounds € Incontinence care € Pressure ulcer/injury prevention and management € Skin tear prevention and management € Surgical site care 	<ul style="list-style-type: none"> € See Pressure Ulcer/Injury Nurse Education Form € Policy review, post test € Lecture/video, post test € Dressing change, return demonstration € Product review, return demonstration 		
Medication Management <ul style="list-style-type: none"> € Administration via feeding tube € Clean technique € Controlled substances € Dosages and solutions € Ear, nose, eye drops € Enemas, medications per rectum € Indications for use/side effects € Inhalers € Injections € IV therapy € MAR € Medication errors € Medication storage € Medication times € Pharmacy procedures (ordering, receipt, Stat box, E-kit, irregularity reports) € PO medications € Rights of administration € TPN administration 	<ul style="list-style-type: none"> € See Medication Pass Observation Form € Policy review, post test € Pharmacology test € Dosages and solutions calculation test € Equipment demonstration, return demonstration € Direct observation € Case study, active participation 		
Pain Management <ul style="list-style-type: none"> € Pain assessment € Non-pharmacological management € Pharmacological management 	<ul style="list-style-type: none"> € Lecture, post test € Policy review, post test € Medical record review 		
Disease Specific Knowledge <ul style="list-style-type: none"> € Bariatric considerations € Cardiac (hypertension, coronary artery disease, MI, CHF) € Diabetes € End of life considerations/Hospice € GI/GU (renal failure, hemodialysis, GERD, colon cancer, constipation, diarrhea) € Musculoskeletal (arthritis, joint replacement, amputations, fractures) € Neurology (stroke, multiple sclerosis, coma, spinal cord injury, traumatic brain injury, Parkinson's disease) € Pulmonary (asthma, COPD, pulmonary hypertension, lung cancer) 	<ul style="list-style-type: none"> € Lecture, post test € Independent study, certificate of completion € Video, post test € Case study, active participation 		
Alarms and Restraints	<ul style="list-style-type: none"> € Policy review, post test € Product demonstration, return demonstration 		
Nutrition/Hydration Management <ul style="list-style-type: none"> € Dietary orders/therapeutic diets € Snack/supplement administration € Intake monitoring; I&O forms; calorie counts € Weight monitoring 	<ul style="list-style-type: none"> € Policy review, post test € Medical record review € Equipment demo, return demonstration 		
Advance Directives	<ul style="list-style-type: none"> € Policy review, post test 		

Received

SEP 13 2024

Central Services

Nurse Aide Competency

Employee Name: _____ Hire Date: _____

Competency Type: € Initial € Annual € Other: _____

Training on the following topics was provided. (* Indicates competence)

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
General			
Abuse, Neglect, Exploitation, Misappropriation € Signs and symptoms € Reporting protocols	€ Lecture/video, post test € Policy review, post test		Relias Training
Dementia Management and Abuse Prevention	€ Video series with active participation € Lecture/video, post test		Relias Training
Effective Communication	€ Lecture/video with role play € Lecture/video, post test		Relias Training
Elements and Goals of QAPI Program	€ Lecture with post test		Relias Training
Resident Rights and Facility Responsibilities	€ Lecture with post test € Signed receipt of information		Relias Training
Requirements of Compliance and Ethics Program	€ Lecture with post test € Signed receipt of Code of Conduct		Relias Training
Safety and Emergency Procedures € Active Shooter € Blood Borne Pathogens/Needlestick Injury € Emergency Codes € Evacuation/Shelter In Place € Fire Safety € Hazard Communication/Safety Data Sheets € Lockout/Tagout € Missing Resident € Natural Hazards (tornado, hurricane, ice storm) € Oxygen Safety	€ Lecture with post test € See Oxygen Safety Education form € Disaster/fire drill participation € Table top exercise, active participation € Full scale exercise, active participation € Policy review, post test € Facility tour, demonstration		Relias Training
Person Centered Care	€ Lecture/video, post test		Relias Training
Cultural Competency (i.e. LGBT, religious affiliation, other characteristics of resident population)	€ Lecture/video, post test		Relias Training
HIPAA Privacy and Security	€ Policy review, post test € Lecture/video, post test		Relias Training
Infection Control			
Hand Hygiene	€ Lecture/video with return demonstration € See Hand Washing Validation Checklist	3/22	Received SEP 13 2024 Central Services
Standard and Transmission Based Precautions/PPE	€ Policy review, post test € Lecture with return demonstration € See Removing PPE Validation Checklist € See Handling Soiled Linen Checklist	3/22	
Isolation	€ Policy review, post test	4/22	

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
Infection Reporting € Residents with s/s infection € Employee with s/s infection/work restrictions	€ Policy review, post test		Relias Training
Behavioral Health			
Trauma-Informed Care	€ Lecture/video, post test	3/18/21	
Mood Disorders (ie. depression, anxiety)	€ Lecture/video, post test		
Psychiatric Disorders (ie. schizophrenia, personality)	€ Lecture/video, post test		
Substance Abuse Disorders	€ Lecture/video, post test		
Implementing Non-Pharmacological Interventions	€ Lecture/video, post test	3/18/21	
Suicide Precautions	€ Lecture/video, post test		
Nurse Aide Skills			
Notify Nurse: Changes in Condition, Report of Pain	€ Lecture, post test	4/1/21	
In-house Communication € Care plan € Nurse aide to nurse € Nurse aide to manager	€ Lecture, post test	4/1/21	
Basic Nurse Aide Skills € Aspiration precautions/thickened liquids € Bathing a resident (bed bath, shower) € Capillary blood glucose € Cardiac precautions € Care of dentures, eye glasses, hearing aids € Drain/tube management € Dressing a resident € Emptying catheter/ostomy bags € Foot care € Grooming a resident € Making a bed (occupied, not occupied) € Normal/"alert" vital signs € Oral care € Orthopedic precautions € Oxygen therapy € Peri care/incontinence care € Seizure precautions € Toileting assistance € Washing a resident's hair	€ Skills fair € Lecture, post test € Policy review, post test € Lecture, return demonstration € Product demonstration, return demonstration € Direct observation	4/1/21	
Basic Restorative Skills € Falls prevention program € Bowel/bladder management program € Bed mobility € Transfers € Ambulation with/without devices € Wheelchair locomotion € Range of motion exercises € Splint management € Eating and/or swallowing € Amputation/prosthesis care € Use of lifts (EZ Stand, hoier)	€ Program review, post test € Lecture, post test € Lecture, return demonstration € Product demonstration, return demonstration € Direct observation	4/1/21	
Skin and Wound Care € Pressure ulcer/injury prevention and management € Skin tear prevention and management	€ See Pressure Ulcer/Injury Nurse Aide Education Form € Policy review, post test	4/1/21	

Received
SEP 13 2024

Central Services

COMPETENCY	ASSESSMENT METHOD*	DATE	EDUCATOR INITIALS
<ul style="list-style-type: none"> € Report to nurse: changes in skin condition; loose, missing, or soiled dressings 	<ul style="list-style-type: none"> € Lecture/video, post test 		
Nutrition/Hydration Management <ul style="list-style-type: none"> € Feeding a resident € Dietary orders € Ice pass € Meal pass € Therapeutic diets € Snack/supplement administration € Intake monitoring € I&O forms € Calorie counts € Weight monitoring 	<ul style="list-style-type: none"> € Policy review, post test € Medical record review (intake documentation) € Equipment demo, return demonstration 	4/1/21	
Disease Specific Knowledge <ul style="list-style-type: none"> € Bariatric considerations € COPD € Diabetes € Dialysis € End of life considerations/Hospice € Hypertension € Musculoskeletal (arthritis, joint replacement, amputations, fractures) € Parkinson's disease € Stroke 	<ul style="list-style-type: none"> € Lecture, post test € Independent study, certificate of completion € Video, post test € Case study, active participation 	4/1/21	
Alarms and Restraints	<ul style="list-style-type: none"> € Policy review, post test € Product demonstration, return demonstration 	4/1/21	

Notes:

Initials/Signature/Title: _____

Initials/Signature/Title: _____

Initials/Signature/Title: _____

Received
SEP 13 2024

Central Services

EMPLOYEE SIGNATURE: _____ **DATE:** _____



Reimagining What's Possible: Personalized Engagement that Differentiates Senior Care

**How a Multi-State Senior Living Enterprise
Distinguishes Itself with Content-Driven
Engagement Technology**

Received

SEP 13 2024

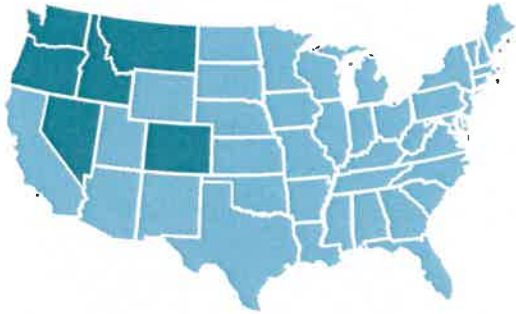
Central Services

Case Study

Who

Radiant Senior Living

19 communities across Oregon, Washington, Montana, Colorado, Nevada, and Idaho.







Challenge

- Improve quality of life for residents by connecting them to fulfilling content and activities.
- Give purpose to all residents, especially those with higher acuity needs such as advanced dementia and Alzheimer's.

Solution

The iN2L system, a content-driven engagement solution.

Results

-  High Family Satisfaction
-  Provides Meaningful Engagement
-  Turns prospects into move-ins
-  Empowers Staff

Meeting the Challenges of Individualized Resident Engagement

Radiant Senior Living is a second generation, family-owned group of senior living communities. Headquartered in Portland, Oregon, Radiant's locations span six states with more than 1,000 team members and 1,200 residents at all levels of care. Radiant's template for each community includes a combination of assisted living, memory care, and independent living to serve their residents wherever they are in their journey.

Radiant's co-founders Jodi and James Guffee have instilled a familial culture throughout their organization's DNA. Each community has a home-like feel, the main corporate office is called "home office," and their team members are hired and trained specifically for their passion in the senior living field. Radiant strives to keep its residents happy and wants families to feel good about having their loved one live in a Radiant community.

"We're not just going to talk about it, we're going to BE about it."

Radiant's co-founder and chief operating officer Jodi Guffee has been a champion of iN2L ever since she discovered it at a tradeshow. iN2L's program of content-driven technology is designed to enrich seniors' lives with meaning. It empowers staff to create person-centered engagement for residents and facilitates connections between all users – staff, residents, and their families.

Jodi saw iN2L's potential not only as a way to engage her residents with meaningful content and give them purpose and pleasure in life, but as a differentiator to demonstrate to families the personalized experience and attention Radiant gives its residents. It was a clear fit with Radiant's vision and company culture.

Received

SEP 13 2024

"It was an ah-ha moment for me. I was instantly curious as to how this would work."

– Jodi Guffee, COO

Central Service



" I have personally closed a sale on a walk-in tour upon getting a family member in front of the iN2L system. "

– Jodi Guffee, COO

Once Radiant saw how successful the iN2L program was with one community's residents and staff, it scaled the program to other locations. iN2L is now in every building in every one of Radiant's 19 communities. Radiant's success with iN2L is largely due to Jodi's strong executive championing of the solution throughout the organization. iN2L has been integrated into the new hire onboarding process, is part of staff team-building, and plays a significant role in the sales process as new families tour a community.

iN2L as a Marketing Differentiator

Before a family comes in for a tour, Radiant's outreach team asks them about their loved one. What music does your father like? What hobbies does your mother have? Where did they grow up and what did they do for a living?

When the family comes in for a walk-through, the Radiant staff are ready to make the iN2L system part of their personalized tour. They can show the family the unique content within the system that will be meaningful to their loved one, and how it can be used for things like bedtime video chat calls and photo sharing. The iN2L system helps the Radiant team reassure families that their loved one will be well taken care of.

Received

SEP 13 2024

Central Services

" iN2L becomes the cherry on top; it makes the family feel better about making the choice [to place their loved one at Radiant]. It's been a game-changer. "

– Vice President of Sales and Marketing

" iN2L helps staff connect with residents differently realizing that, "Wow, they have lived a tremendous amount of life and they know things that I have yet to even discover. "

– Robert Baty, Life Enrichment Director, Farmington Square Beaverton Assisted Living and Memory Care

Uncovering Paths to Meaningful Engagement



As told by
Jodi Guffee

We had a new resident who was constantly very agitated; she kept walking around and around the common room. She could only speak a jumble of words and she would say over and over, "You're terrible, you're terrible."

I told my staff, "Get me her chart, tell me what you know about her." One person said, "Her husband built a fake house for her behind their home when she started having dementia." Someone else chimed in, "She was a caterer so she's a really good cook." Another said, "Her husband wanted to bring in a stationary bicycle because she was a cyclist, she loved to bike."

I said, "Great! You know what we just discovered here? We just discovered a person who would probably be interested in bicycling videos and The Cooking Channel!" And they said, "She also tries to steal all of our keys; she goes to the front door and says, "I gotta go big red, I gotta go big red."

I said, "Big red means something. What's big red? There's something there that we have to figure out. Why don't we use iN2L to Google Earth her house?" We did, and then we went down to the street level and we looked at it from above and I said, "I bet you that's the house her husband built." All the care staff were excited, but she was still walking around saying, "You're terrible, you're terrible."

I said, "Have her come over here." They finally got her to the iN2L screen, and she said "Ah, there it is!" There wasn't a dry eye in the room as we looked down at her house, down onto the street level – the garage door was open and there was a big, red car inside. She said, "Big red, there it is."

From that moment forward that staff completely bought in. This is what we do with iN2L. It is an amazing tool.

Making Life Meaningful for Those in Memory Care

Caring for residents with dementia and Alzheimer's can be challenging when it comes to engagement. There's a need to personalize activities for each individual in memory care in order for the engagement to work and be meaningful. But with limited staff and resources, this can be a strain. Radiant staff are empowered by iN2L to address individuals' unique needs and interests, leading to calmer, happier residents and less strain on the care team.

Facilitating Social Activities in Independent Care

For independent seniors, Radiant uses iN2L to drive social activities. Team games like trivia and "What did it cost" bring residents together in common areas, and sing-alongs become the focus of family visit days. At Bozeman Lodge, a Radiant community in Montana, the team uses a mobile iN2L system to introduce new and reclusive residents to the technology. Once they become comfortable with iN2L one-on-one, it will be easier for them to join in with the group activities.

" iN2L has just become part of the fabric of who we are... especially for our memory care residents. It brings out so much life for them and that's just what we're really about. "

– Vice President of Sales and Marketing

Received
SEP 13 2024
Central Services

The Push for Person-Centered Care

CMS is partnering with federal and state agencies and other organizations to comprehensively improve dementia care. Two key goals of the partnership are to reduce the use of unnecessary anti-psychotics, and to enhance person-centered dementia care practices. As the national partnership gains momentum, we can expect to see legislators taking action to promote person-centered care practices in their states.

" States are starting to require that residents have resident-specific activities that are tailored to their interests, so it's great that we already use iN2L that way. "

– Jodi Guffee

" The social interaction is great. When they all sing together, when they all do the word games together, they're working together. It brings value to our activity program. "

– Leah Weaver, Life Enrichment Director, Bozeman Lodge Independent and Assisted Living

A Look to the Future

Jodi is not done championing iN2L. She's working on getting every building in every Radiant community their own dedicated portable iN2L, so staff and residents can use the system more frequently without having to share with other buildings. This will be in addition to the iN2L systems in many of the common areas, where they can be used individually or by groups.

One of Jodi's big forward-looking initiatives is to use iN2L to engage a completely different demographic – young professionals. As the senior care industry struggles with a talent shortage, Jodi is envisioning iN2L as a way to show young people that technology has a role in senior care. She's showcasing iN2L at job fairs, high schools, and colleges talking about how senior care is a growing and socially essential field that young professionals should build a career in.

In the meantime, Jodi and her team will continue to use iN2L as an amplifier for Radiant's culture of personalized, hands-on care.

Received

SEP 13 2024

Community Services

iN2L Benefits at Radiant Senior Living



Turns more prospects into residents



Provides meaningful engagement, even for residents with advanced memory care



Facilitates camaraderie and connectedness



Gives residents something to look forward to

" I'm able to sit with a family member and say, "Here are the things that we're going to do to engage your Mom." I tell them, why don't we video chat tonight, and you can see Mom and you can tuck her in just as you always would. Then that light comes on for them, like 'I don't have to feel guilty about this, and I don't have to go there every single day in order to do my duty as the child.' They feel relief. "

– Jodi Guffee



Westminster Palms resident
Agnes Ingles.

Life is Like a Game of

Baseball

Received
SEP 13 2024

Central Services

Past and Present Come Together to Celebrate History in the Making

Received

SEP 13 2024

Central Services

By Nick Van Der Linden, Director of Communications, LeadingAge Florida

Since the game's creation, baseball and America have been synonymous. It is essential to our shared history, traditions, and culture.

Baseball, like life, is a beautiful thing filled with peaks and valleys. Its subtle layers reward the diligent explorer with a newfound appreciation. Traditions and magical moments are passed down for generations.

In no other sport is losing 60 games still considered a successful season, nor will someone from any other sport make the Hall of Fame after 'failing' seven out of ten times. Baseball is not just a series of lucky breaks. Much like life, it's about managing the many variables that you face inning by inning, day by day.

This winning formula has also been the approach for 106-year-old Westminster Palms resident Agnes Ingles.

Born on December 8, 1916, in New York City, Agnes claims she has no earth-shattering secret to reaching her age. Instead, it's about as routine as a ground ball to second base.



Photo of Agnes as a child.



Agnes and her brother circa 1940.

"Well, it creeps up on you," she said, chuckling. "You know, it's just like brushing your teeth. You do it every day, and you just progress as things happen. The biggest decision I guess I probably ever made in my life was moving to Florida. I've never been big on big decisions. I always say the biggest decision I make every day is turning off the shower because I like to stand in the shower forever. But it's developing a routine."

Detroit Tough

Agnes' father was a mechanic from Detroit, and her mother was originally from New York City. Agnes recalls her mother was not a big fan of Detroit but eventually gave in and agreed that the family would settle in the Motor City, and life was good.

"When I was in grade school, I used to come home and sit in the kitchen and do my homework while listening to baseball games on the radio," Agnes said. "Of course, all the games were on the radio in the afternoon since they didn't play any night games. So,



The Tampa Bay Rays presented Agnes with a custom jersey. Her number? 106.



Received
SEP 13 2024

Central Service

On April 13, Agnes' wish came true, and she got to watch the Tampa Bay Rays take on the Boston Red Sox.

I listened to the Detroit Tigers ballgame and did my homework. I didn't know any of them personally, of course, but I knew what everyone could do and what they were going to do when they got up to bat. I also played baseball as a kid. I could hit the ball and run. I tried tennis, but that was too much running for me. I also tried horseback riding but didn't last long on the horse."

The end of the 1920s marked the beginning of the Great Depression, and times would get tough. Agnes' father passed away in 1932 as a result of an accident, leaving her mother scrambling to find a way to support herself and three children during a time when the Depression was hitting Detroit harder than the rest of the country.

"To support us, my mother decided to go to beauty school to become a beauty operator," Agnes said. "We opened and operated a beauty shop for two or three years, but it was right in the middle of the Depression, and prices were awful. Can you imagine the price of a permanent was like 50 cents? Now you're paying \$55 for a permanent or more. Our shop also had competition about a block away, and that lady had ten dryers. Back in the day, you counted your blessings by how many dryers you had, and we had one."

While in school, Agnes worked to master Gregg shorthand, a phonetic method of writing that records the sound of the speaker instead of the English spelling.

"My goal was 200 words per minute, which, at that time, was a tremendous speed, but the way people talk now, it's not," she said. "Times were tough, and I couldn't find a job. It was so bad that the schools shut down a month early. We graduated in May instead of June because they had no more money to run the school that year."

Agnes worked as a typist for various organizations before ending up at the U.S. Court of Appeals office in downtown Detroit.

"They needed help with a 2,000-page transcript that had a deadline to be filed with the U.S. Supreme Court," Agnes said. "So (my colleague) would dictate at night and put it on a Dictaphone, and I would do the typing during the day with the earphones."

Agnes would later work as the secretary for a U.S. Court of Appeals Judge for more than 20 years.

Sunshine and Baseball

After retirement, Agnes moved to St. Petersburg, Florida, in 1984 with the help of her nephew and moved into a house she obtained through her uncle.

Just two short years after her arrival, construction began on a new ballpark with the hope it would lure a Major League Baseball team to the facility. The stadium, built originally as the Florida Suncoast Dome (now Tropicana Field), was first used in an at-

Central Services



Agnes was the center of attention at Tropicana Field. Tampa Bay Rays staff interviewed Agnes during the game.

"I love home runs; they're always fantastic. But you know, that's not the most important part of the game. If you're not on base, you're not going to get home, even if you get a home run. You're not on the field and in the game long. One run is almost a wasted home run. I like four runs with my home run."

- Westminster Palms resident Agnes Ingles.

"Oh my, poor Kevin," she said. "No one gave me a heads up or introduced me. So, this man came and hunched down next to me and started talking. I said, 'What's your name?' Kevin Cash," he said. I was embarrassed because he didn't look anything like he looked on TV. He looked a lot younger. So, he stuck around for a little while, and then it was time for the game."

As he left, Cash signed the custom-made Rays jersey that bore Agnes' name and number - 106.

"Then they said they wanted to introduce my nieces and that they wanted me to say 'Play Ball.' I wasn't planning on anything like that, but fortunately, they didn't ask me to throw out the first pitch because that would've been a disaster."

Staff from Westminster Palms, some residents, and Agnes' friends joined her to cheer on the Rays from a suite on the first baseline and watch the Rays beat the Red Sox 9-3. With that win, Tampa Bay made history, starting the season 13-0, a feat matched only by the 1982 Atlanta Braves and 1987 Milwaukee Brewers.

In the days following the game, Agnes said she received many phone calls from people telling her they saw her on TV, including old friends from Houston whom she said she hadn't seen in 18 years.

"It's all been kind of a dream," she said. "You know, you just go walking around, and people keep telling you they saw you on television."

And while the flashy things in life are fun, for Agnes, much like in baseball, it's the practical things that matter.

"I love home runs; they're always fantastic," she said. "But you know, that's not the most important part of the game. If you're not on base, you're not going to get home, even if you get a home run. You're not on the field and in the game long. One run is almost a wasted home run. I like four runs with my home run."

Agnes will celebrate her 107th birthday on December 8.



tempt to entice the Chicago White Sox to relocate if a new ballpark was not built to replace the aging Comiskey Park.

Instead, an ownership group of a new expansion team was approved in 1995, and in 1998 the Tampa Bay Devil Rays played in their first Major League Baseball season.

Agnes fell in love with the team from the start. That start was precisely 25 years ago this season, and while she watches every game, she hadn't been to Tropicana Field in person for a game - until now.

Staff at Westminster Palms posted her story on a community Facebook page and reached out to the Rays organization.

"When I made that post, I was not expecting the amount of attention it got," said Jackie Sahhar, the head Services Administrator at Westminster Palms. "By that night, I received communication from the Rays that they wanted to make this day extra special for her."

On April 13, Agnes' wish came true, and she got to watch the Tampa Bay Rays take on the Boston Red Sox. Not only was it her first in-person game at Tropicana Field, but it was also the Rays' chance to make history by tying the Major League Baseball post-1900 record for 13 consecutive wins to start the season.

"It was great," Agnes said. "I had no idea what the inside of the Trop looked like, and the first thing that impressed me is when I looked up and saw the dome. I just admired its beauty and size. It was just fantastic."

Agnes also had the opportunity to catch up with the manager of the Rays, Kevin Cash.

Received

SEP 18 2024

Central Services

PRESS FIRMLY TO SEAL



PRESS FIRMLY TO SEAL

PRIORITY MAIL
FLAT RATE ENVELOPE
POSTAGE REQUIRED



Retail

US POSTAGE PAID

\$9.85

Origin: 33701
09/11/24
1182800701-89

P

PRIORITY MAIL®

0 Lb 8.80 Oz
RDC 03

EXPECTED DELIVERY DAY: 09/13/24

C003

SHIP TO:
2727 MAHAN DR
TALLAHASSEE FL 32308-5407

USPS TRACKING® #



9505 5141 6241 4255 7794 81

FLAT RATE ENVELOPE
ONE RATE ■ ANY WEIGHT

TRACKED ■ INSURED



PS000001000014

FROM:

Westminster Palms
830 N Shore Drive NE
St. Petersburg, FL 33701

TO:

Agency for Health Care Administration
Attn: Long-term care unit
2727 Mahan Drive, MS 33
Tallahassee, FL 32308