

Gold Seal Staff Analysis for MANOR AT CARPENTERS, THE

Background Info

NH Name	MANOR AT CARPENTERS, THE	Nominator Name	Alan Obringer, RPh, CPh, CGP
NH Addr	1001 Carpenters Way	Nominator Addr	2815 Directors Row, suite 700
NH City	Lakeland	Nominator City	Orlando
NH Zip	33809-	Nominator Zip	32809-
NH Voice	(863) 858-3847	Nominator Voice	(407) 270-6722
NH Fax		Nominator Fax	(407) 930-9201
NH eM		Nominator eM	
NH Web	www.estatesatcarpenters.com	Nominator Web	
NH AO	6		
PermID	65322		
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 Carpenters Home Estates, Inc. This is a 72 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	2024-10-15 by J. Williams	<input checked="" type="checkbox"/>	The facility is in the upper 4th 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	2024-10-15 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	2024-09-17 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	2024-09-16 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"/>	



Application for Nursing Home Gold Seal Award



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

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

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

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

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

A. Nursing Home Information

Facility Name: The Manor at Carpenters		
Address: 1001 Carpenters Way	City: Lakeland	Zip Code: 33809
Telephone: 863-858-3847	Web Site: www.estatesatcarpenters.com	
Facility Licensee Name: Carpenters Home Estates, Inc		

Facility Contact Person for Gold Seal Information

Name: Cynthia Ayala	Title: Administrator
Telephone: 863-858-3847 x 820	E-mail: cayala@estatesatcarpenters.com

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

Name: Christopher Chappel MD; Alan Obringer RPh, CPh, CGP; Letters from residents and families
Profession/Type of Organization: Chappel Group Senior Care; Pharmacy Organization; residents and families from the Estates at Carpenters

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. February 21, 1997

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

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

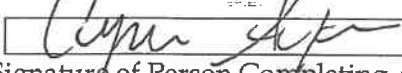
I. Best Practices

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

We have received permission from the residents and or family to use the photographs for the Gold Seal Award 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.


Signature of Person Completing Application 09/27/2024
Date

Cynthia Ayala 09/27/2024
Date
Printed Name

Williams, Jacqueline

From: Cynthia Ayala <cayala@estatesatcarpenters.com>
Sent: Friday, September 27, 2024 10:35 AM
To: Williams, Jacqueline
Subject: Re: Gold Seal Award Application Review - The Manor at Carpenters - (File#: 65322)
Attachments: Section A, B, D, I.pdf; Section E. Consumer Satisfaction.pdf; Section G. Stable Workforce.pdf; Section H. Target In-Service.pdf

Good morning Ms. Williams. Attached you will find the requested missing information for the Gold Seal Award. If you have any questions, please feel free to contact me. Thank you.

Cynthia Ayala, NHA, MS
Administrator
The Manor & Villa at Carpenters
1001 Carpenters Way
Lakeland, FL 33809
863.858.3847 ext. 117



From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Friday, September 20, 2024 11:34 AM
To: Cynthia Ayala <cayala@estatesatcarpenters.com>
Subject: RE: Gold Seal Award Application Review - The Manor at Carpenters - (File#: 65322)

Good Morning Ms. Ayala:

As we discussed, attached is the amended letter in response to your Gold Seal Award application. Section B of the letter was revised.

If you have any questions, please let me know. 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



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Application for Nursing Home Gold Seal Award



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

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:

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2727 Mahan Drive, MS 33
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Phone: (850) 412-4303 Fax: (850) 410-1512

A. Nursing Home Information

Facility Name: The Manor at Carpenters		
Address: 1001 Carpenters Way	City: Lakeland	Zip Code:33809
Telephone: 863-858-3847	Web Site: www.estatesatcarpenters.com	
Facility Licensee Name: The Manor at Carpenters		

Facility Contact Person for Gold Seal Information

Name: Cynthia Ayala	Title: Administrator
Telephone: 863-858-3847 x 820	E-mail: cayala@estatesatcarpenters.com

Received
SEP 16 2024
Central Services

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

Name: See attached
Profession/Type of Organization: See Attached

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

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

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

Date the current licensee became licensed to operate this facility. 06/01/1989

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

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

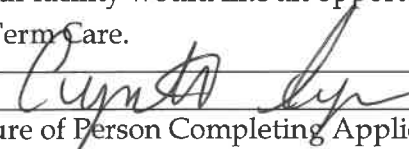
I. Best Practices

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

See attached

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.

	09/14/2024
Signature of Person Completing Application	Date

Cynthia Ayala	09/14/2024
Printed Name	Date

Received
SEP 16 2024
Central Services

**Application
For
Nursing Home
Gold Seal Award**

September 14, 2024

The Estates at Carpenters
1001 Carpenters Way
Lakeland, FL 33809

Received
SEP 16 2024
Central Services



RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

September 20, 2024

Ms. Cynthia Ayala
Administrator
The Manor at Carpenters
1001 Carpenters Way
Lakeland, FL 33809

File Number: 65322
License Number: 1075096
Provider Type: Nursing Home

Dear Ms. Ayala:

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

Section A. – Nursing Home Information

The information entered on the Gold Seal Application for the area listed below is not the same as the information on file with the Agency for Health Care Administration (Agency). Please revise accordingly.

- Licensee's Name (owner) on file with the Agency is Carpenters Home Estates, Inc. Please clarify or revise the application page accordingly and resubmit to the Agency.

Section B. - Recommending Person or Organization/Recommendation Letter

According to section 400.235, F.S., *the agency, nursing facility industry organizations, consumers, State Long-Term Care Ombudsman Program, and members of the community may recommend to the Governor facilities that meet the established criteria for consideration for and award of the Gold Seal.* Please revise this section of the application page to include the recommending person's name and corresponding Profession/Type of Organization. Please submit the revised application page to the Agency.

Section D. Regulatory History

Please review section D of the application indicating the date the current licensee (owner) became licensed to operate this facility. The date indicated does not reflect the date the Agency has on file. The date on file with the Agency is February 21, 1997. Please clarify or revise the application page accordingly and resubmit to the Agency.

Section E. - Consumer Satisfaction

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

Please forward evidence, within the **30 months preceding your application**, demonstrating consumer satisfaction in your facility and demonstrate how that information is elicited from **residents and family**



Ms. Cynthia Ayala
September 20, 2024
Page 2

members. Please provide your survey findings for the **prior 30 months for residents and family members.** Also, please include the number of surveys sent out for a response and the number of surveys returned completed.

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) on 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. Target In-Service:

Please provide information on your annual training requirements.

Section I. Best Practices

Please confirm you have received permission from the residents to include their photographs in your Gold Seal Award application.

Please forward all responses via email no later than **September 30, 2024**. If you have questions, please contact me via email at Jacqueline.Williams@ahca.myflorida.com or by phone at (850) 412-4437.

Sincerely,

Jacquie Williams

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

Williams, Jacqueline

From: Williams, Jacqueline
Sent: Friday, September 20, 2024 11:35 AM
To: cayala@estatesatcarpenters.com
Subject: RE: Gold Seal Award Application Review - The Manor at Carpenters - (File#: 65322)
Attachments: Gold Seal Omit -The Manor at Carpenters 2024.pdf; Gold Seal Staffing Form - September 2024.pdf

Good Morning Ms. Ayala:

As we discussed, attached is the amended letter in response to your Gold Seal Award application. Section B of the letter was revised.

If you have any questions, please let me know. Thanks.

**Jacquie Williams - OPERATIONS & MGMT CONSULTANT MGR
- SES**



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Jacqueline.Williams@ahca.myflorida.com



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From: Williams, Jacqueline
Sent: Friday, September 20, 2024 10:51 AM
To: cayala@estatesatcarpenters.com
Subject: Gold Seal Award Application Review - The Manor at Carpenters - (File#: 65322)

Good Morning Ms. Ayala:

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. **Please confirm receipt of this email.**

**Jacquie Williams - OPERATIONS & MGMT CONSULTANT MGR -
SES**



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

Jacqueline.Williams@ahca.myflorida.com



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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

THE MANOR AT CARPENTERS

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

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





RON DESANTIS
GOVERNOR

JASON WEIDA
SECRETARY

INTEROFFICE MEMORANDUM

DATE: September 17, 2024
TO: Jacqueline Williams
FROM: Derron Hillman
CC: Bernard Hudson
SUBJECT: Gold Seal Financial Review: Approval
Licensee: The Manor at Carpenters
Facility: The Manor at Carpenters

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.



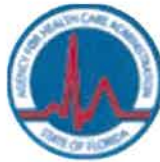
Williams, Jacqueline

From: Hillman, Derron
Sent: Tuesday, September 17, 2024 2:33 PM
To: Williams, Jacqueline; Hudson, Bernard
Cc: Hillman, Derron
Subject: RE: Gold Seal Award Financial Review Request - The Manor at Carpenter's - File #: 65322
Attachments: 409 The Manor (OK).docx

Jacquie,

Attached is the review of The Manor. If you have any questions call me at 44351.

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



From: Williams, Jacqueline <Jacqueline.Williams@ahca.myflorida.com>
Sent: Tuesday, September 17, 2024 2:06 PM
To: Fitch, Ryan <Ryan.Fitch@ahca.myflorida.com>
Cc: Hillman, Derron <Derron.Hillman@ahca.myflorida.com>
Subject: Gold Seal Award Financial Review Request - The Manor at Carpenter's - File #: 65322

Good Afternoon Ryan,

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

Thanks!

Jacque Williams - OPERATIONS & MGMT CONSULTANT MGR
- SES



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

Nursing Home Guide Inspection Ratings
 MANOR AT CARPENTERS, THE

Facility	City	Region	County	Overall Inspection	Inspection			Inspection Components					
					Quality of Care	Quality of Life	Administration	Nutrition & Hydration	Restraints & Abuse	Pressure Ulcers	Decline	Dignity	
MANOR AT CARPENTERS, THE	LAKELAND	Region 6	Polk	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★
			Tampa										

**STAFFING REPORT FOR The Manor at Carpenters
SNF LICENSE # 1075096**

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
2018	1 st (January 1, 2018 – March 31, 2018)	34	15 ¹⁸	29	13 ¹²	6	4 ¹⁰
2018	2 nd (April 1, 2018 – June 30, 2018)	35	12 ¹⁷	30	7 ⁵¹	3	5 ⁸
2018	3 rd (July 1, 2018 – September 30, 2018)	40	12 ³²	30	8 ²⁶	3	1 ⁴
2018	4 th (October 1, 2018 – December 31, 2018)	44	10 ³⁴	33	8 ⁴¹	9	2 ¹¹
2019	1 st (January 1, 2019 – March 31, 2019)	39	16 ⁵⁰	32	8 ⁴⁰	3	5 ⁴
2019	2 nd (April 1, 2019 – June 30, 2019)	44	20 ⁴⁶	35	11 ⁴⁶	3	3 ⁶
2019	3 rd (July 1, 2019 – September 30, 2019)	46	24 ⁷⁰	34	12 ⁴⁶	13	6 ¹⁹
2019	4 th (October 1, 2019 – December 31, 2019)	48	22 ⁷⁰	33	12 ⁵¹	7	4 ¹¹
2020	1 st (January 1, 2020 – March 31, 2020)	51	24 ⁴⁵	32	12 ⁴⁴	7	3 ¹⁰
2020	2 nd (April 1, 2020 – June 30, 2020)	50	25 ⁴⁵	33	16 ⁴⁹	9	2 ¹¹

Staffing Review: 59A-4.200, Florida Administrative Code Turnover Ratio

- (1) An applicant for Gold Seal Award must meet at least one of the following to demonstrate a stable workforce:
- (a) Have a turnover rate no greater than 50% for the most recent 12 month period ending on the last workday of the most recent calendar quarter prior to the 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
 - (b) Have a stability rate indicating that at least 50% of its staff have been employed at the facility for at least 1 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

The Manor at Carpenters

(AGENCY USE ONLY)

Turnover Rate

1st Quarter (2022): 20.41%
2nd Quarter (2022): 17.02%
3rd Quarter (2022): 7.69%
4th Quarter (2022): 20.37%
1st Quarter (2023): 14.55%
2nd Quarter (2023): 9.37%
3rd Quarter (2023): 27.14%
4th Quarter (2023): 15.71%
1st Quarter (2024): 13.33%
2nd Quarter (2024): 14.67%

Average Turnover
Rate: 16.02%

Stability Rate

1st Quarter (2022): 85.71%
2nd Quarter (2022): 78.72%
3rd Quarter (2022): 73.07%
4th Quarter (2022): 75.93%
1st Quarter (2023): 72.73%
2nd Quarter (2023): 71.88%
3rd Quarter (2023): 65.71%
4th Quarter (2023): 64.29%
1st Quarter (2024): 58.67%
2nd Quarter (2024): 65.33%

Average Stability
Rate: 71.20%

The Manor at Carpenters

Application for Nursing Home Gold Seal Award

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Received
SEP 16 2024
Central Services

Mission Statement

The Estates at Carpenters is a not-for-profit Continuing Care Retirement Community dedicated to providing care and services to meet the spiritual, social, emotional, physical, and health needs of the residents and community we serve. We strive to promote and enhance an environment that encourages dignity, personal growth, happiness, and self-esteem while valuing a sense of purpose and independence.

Received
SEP 16 2024
Central Services

Letters of Recommendation

Received
SEP 16 2024
Central Services



2815 Directors Row, Suite 700, Orlando, FL 32809 | Office: 407-270-6722 | Fax: 407-930-9201

Alan Obringer RPh, CPh, CGP
President/Owner
Guardian Pharmacy of Orlando
2815 Directors Row Suite 700
Orlando, FL 32809
alan.obringer@guardianpharmacy.net
407-270-6722
9/11/2024

Governor Ron DeSantis
Office of the Governor
The Capitol
400 S. Monroe St.
Tallahassee, FL 32399

Dear Governor DeSantis,

I am writing to enthusiastically recommend The Manor at Carpenters for the Florida Governor’s Gold Seal Award. As president and owner of Guardian Pharmacy of Orlando, I have had the pleasure of witnessing firsthand the exceptional care and dedication provided by the staff at The Manor at Carpenters. Their unwavering commitment to excellence makes them a deserving candidate for this prestigious award.

The Manor at Carpenters has consistently demonstrated a superior standard of care and quality in its operations. The facility’s approach to resident care goes beyond mere compliance with regulations, embodying a holistic and compassionate philosophy. From the moment residents enter The Manor at Carpenters, they experience a welcoming environment that prioritizes their well-being, dignity, and personal needs.

Key aspects that highlight the facility’s eligibility for the Gold Seal include:

1. **Exceptional Care and Services:** The Manor at Carpenters offers a comprehensive range of services that address the physical, emotional, and social needs of its residents. The personalized care plans are developed with input from both residents and their families, ensuring that each individual receives tailored support.
2. **Highly Qualified Staff:** The staff at The Manor at Carpenters are not only skilled and experienced but also deeply committed to their roles. Their dedication is evident in the high levels of resident satisfaction and the positive feedback received from families and healthcare professionals alike.
3. **Innovative Practices:** The Manor at Carpenters is at the forefront of integrating innovative practices and technologies to enhance resident care and operational efficiency.

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2815 Directors Row, Suite 700, Orlando, FL 32809 | Office: 407-270-6722 | Fax: 407-930-9201

This forward-thinking approach ensures that residents benefit from the latest advancements in healthcare.

- 4. **Community Engagement:** The facility actively engages with the local community, fostering partnerships that enhance the quality of life for residents. This includes collaborative programs with local organizations and opportunities for residents to participate in community events.
- 5. **Compliance and Excellence:** The Manor at Carpenters consistently exceeds state and federal regulatory requirements, reflecting a culture of excellence and continuous improvement. The facility’s commitment to maintaining the highest standards is evident in its impressive track record of compliance and quality assessments.

In conclusion, The Manor at Carpenters epitomizes the values and standards that the Florida Governor’s Gold Seal Award represents. Their exceptional care, dedicated staff, and innovative practices make them a model of excellence in long-term care. I wholeheartedly support their nomination and am confident that they will continue to uphold the highest standards of quality and care.

Thank you for considering this recommendation. Should you require any additional information, please do not hesitate to contact me.

Sincerely,

Alan H. Obringer

Alan Obringer RPh, CPh, CGP
President/Owner
Guardian Pharmacy of Orlando

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Chappel Group
Senior Care

The Governor Panel of Excellence in LTC

Dear Gold Seal committee

This letter is in recommendation for the Estates at Carpenters, Manor and Villa, in Lakeland, FL for the Governors Gold Seal Award. I serve as Medical Director for the Manor and have witnessed the excellent care given by a dedicated staff. I have been involved with this facility for over 10 years and have had first-hand experience with the excellent administration and nursing care.

As a practitioner that also provides care for the majority of the patients, I get to work weekly with all the staff including nursing, dietary, therapy, social services and quality care departments. It is evident they all care about the quality of their work and the outcomes of their patients. In talking with my patients and their families they are more than satisfied with the care provided as seen in their reviews completed every month.

The overall quality of care is excellent and is shown by their low hospital readmission rate. They have a 5 star rating in Quality Measures which to me is the key to evaluating the performance of a facility.

I work with 20 facilities in the Polk and Osceola County area and by far the Manor at Carpenters is the best facility.

The Manor at Carpenters is absolutely deserving of the Governors Gold Seal Award for this year. It would be a fitting tribute to the hardworking administration and staff that serve this facility.

Respectfully yours,

Christopher Chappel MD

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903 N. Central Ave
Kissimmee, FL 34741
321.337.0700

1001 Carpenters Way, I-318
Lakeland, FL 33809
September 11, 2024

Panel on Excellence in Long Term Care

As a former Tampa resident, I have been familiar with the Estates at Carpenters in Lakeland, Florida for many years. My husband and I visited and toured the community several years ago. However, life choices took us to the Atlanta, Georgia metro area where we resided for over 15 years.

Anticipating we would be residing in Georgia for life, we began checking into Long Term Care communities near our residence. There were many to choose from which certainly piqued our interest. In 2017 we visited my sister who had moved to the 'Estates,' after the death of her husband. While there we chose to tour the community again and visited the marketing department. Our tour included checking out the Health Center and we were quite impressed.

Upon returning to our home in Georgia we decided to put our home up for sale, went under contract with the 'Estates', sold our home in mid-2018 and moved into our current apartment in independent living July 2018.

About 6 months after becoming a resident, my husband and I began volunteering in the Health Center. It was exciting to meet our neighbors, work with the employees and learn more about long-term health care. We were very impressed with the variety of activities and the employees love and care for the residents' physical and social needs at this level of care.

Most recently, after major back surgery, I had the "privilege" to be a patient in the Manor for post op rehab for two weeks. I'm not sure what I expected as a patient, but what I received was above and beyond my expectations. The nurses, CNA's, physical therapy, middle and upper-level management met my every need and more. I feel I owe a special debt of gratitude to all of them for my excellent care and recovery.

I proudly recommend the Estates at Carpenters Health Center for the Gold Seal Award.

Sincerely,



Mary Smith

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Sandra Smith
6260 Oakview Lane
Lakeland, FL 33811

September 12, 2024

Cynthia Ayala, Administrator
The Manor at Carpenters
1001 Carpenter's Way
Lakeland, FL 33809

Dear Ms. Ayala,

I'd like to submit this letter to you in support of my belief that The Manor deserves to be recognized as a recipient of the Florida Governor's Gold Seal Award for Nursing Homes. My family initially decided to place our mother under your care about a year ago, not only because of recommendations from people we know, but after online research of the facilities in our area that earned high marks in patient care.

We have not regretted our decision at all. Mom first entered The Manor in deteriorating health and on medications to mediate the effects of her progressing Alzheimer's. As of her last Care Team Meeting, she has made such progress that they have been able to ween her from those medications. She looks so much better than before, always seems to be in good spirits, hums all the time, and is much more aware. She is always cleanly dressed and is rarely in her bed. The staff are attentive to her needs, making changes as appropriate, and communicating with us about them. In short, we are very happy with the care that Mom receives at The Manor, and we believe that The Manor should be awarded a Gold Seal.

Most sincerely,



Sandra Smith

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9-11-24

Dear Jo -

Just to let you know, I
have been asked many times
how I feel about the care
Ralph is receiving in the
Manor here at the Estates at
Carpenters.

My answer - I am so
thankful that for the last
four years, he has been so
well taken care of. The staff
have all been so caring.

I very happily tell
people that I would never
hesitate in saying that I
feel comfortable about his
being there. After four
years, it's like having
another family!

Thank you to ALL for
what you do, each and
every day!

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Financial Soundness & Stability

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Customer Satisfaction

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Consumer Satisfaction

We strive to meet the expectations and needs of our residents and families on a daily basis. The key to the success of any endeavor is monitoring and identifying opportunities for improvement in the services provided to customers. In an effort to ensure that we are meeting the expectations of our residents and families, we evaluate the satisfaction of these customers in a variety of ways including our Customer Satisfaction Surveys, review of repetitive Resident Council concerns, Merit-Gram program and other informal methods.

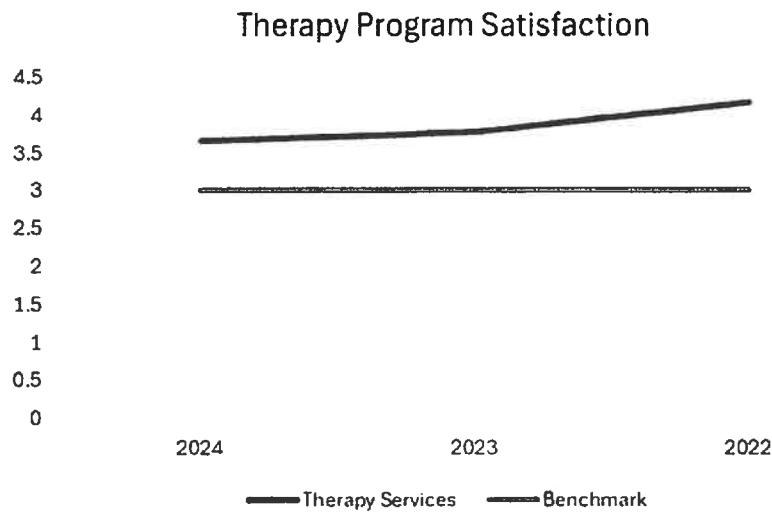
Customer Satisfaction Surveys

Formally, The Manor at Carpenters utilizes Customer Satisfaction Surveys to identify areas that meet our expectations and areas in which there is room for improvement. These survey tools are distributed to residents and family members. For those individuals who are considered short stay (defined as less than 100 days), a Customer Satisfaction Survey is mailed to them within days of their discharge from the facility. The information in this survey provides feedback on every area of life in our facility including the environment, the care and services provided, overall satisfaction with the facility and willingness to recommend our services to others. The survey also includes an open comments section which allows the individual to share any comments they might have. Additionally, to compare ourselves to other facilities and to provide an opportunity to identify potential improvements, on the survey for the short-term resident, we also ask if the resident has had a stay in another facility and how we rate in comparison. When we receive the completed survey, we evaluate the results so that we might identify opportunities for improvement. The information that we gather from the Customer Satisfaction Survey is shared each month with the staff and during the Quality Assurance and performance improvement meeting.

The information that we have received has been quite useful in monitoring the satisfaction of our customers with the programs and services we offer. By utilizing the information from our Customer Satisfaction Surveys, we have been able to target specific programs, such as our Therapy program. For our short-stay residents, this department is the primary purpose for their

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stay with us. Therefore, we established a benchmark of 5.0 satisfaction for this department. As can be seen in the graph below, the Therapy Department has met and exceeded this challenging benchmark each year for the past three years.



Resident Concerns Identified as Repetitive Concerns... to evaluate the level of consumer satisfaction more frequently, we also utilize information obtained from our Resident Council Meetings. The concerns that residents share with us during these meetings help us immediately identify areas of concern instead of waiting for the resident to discharge in the case of short-stay residents. Any concerns that are shared during the Resident Council Meeting are referred to the appropriate department manager. The department manager will investigate the concern and provide a report back to the Resident Council through the Resident Council Response Form. This information is reported in the monthly Quality Assurance and Performance Improvement Meeting. Each month, The Manor also tracks concerns that have been identified by the Resident Council during the preceding twelve-month period. Root cause analysis is performed on repetitive concerns to determine if there is need for additional action such as addressing the issue through a process improvement plan. As can be seen in the graphs below, the Manor has had no repetitive concerns expressed by the Resident Council in the last four years! This is due to our commitment to address any concerns immediately and to follow up with what we say we will do.

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Merit-Grams and Other Informal Means of Evaluating Consumer Satisfaction

The Manor also uses Merit-Grams to seek feedback from those staff members who go above and beyond. The Merit-Grams are available near the entrance of The Manor for anyone to complete. Once a Merit-Gram has been completed, it goes to the office of the Administrator. The staff member who is awarded the Merit-Gram is recognized publicly by their peers.

Care Plan Meetings

Our team is committed to providing the highest quality of service. However, this can only be attained with open communication. Our department managers make rounds on a daily basis, interacting with residents, families, and staff during these walking rounds. This gives the consumer an opportunity to voice any concerns, complaints, or compliments to our staff. Each member of staff is trained in the importance of customer satisfaction, meeting the needs of the residents and families, and if they cannot meet the expressed need, informing a department manager who will follow up with the concern. We also focus on consumer satisfaction during our Care Plan Meetings. These meetings afford us the opportunity to meet with the residents and families on an individual basis to learn what is going well and what can be improved. Once a concern is identified, the appropriate department manager will work with residents and family to rectify the situation. Our customer satisfaction is also shown by the fact that we have not had a confirmed complaint filed with the agency or the Ombudsman office in over 3 years.

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INSTRUCTIONS: Place a check by your response.

How would you rate the admission and discharge processes?

Poor Average Good Very Good Excellent No opinion

How would you rate the overall cleanliness of the building?

Poor Average Good Very Good Excellent No opinion

How would you rate the food?

Poor Average Good Very Good Excellent No opinion

How would you rate the activities?

Poor Average Good Very Good Excellent No opinion

How would you rate the nursing care that you receive?

Poor Average Good Very Good Excellent No opinion

How would you rate the support you receive through social services?

Poor Average Good Very Good Excellent No opinion

How would you rate the therapy department?

Poor Average Good Very Good Excellent No opinion

How would you rate the overall quality of care?

Poor Average Good Very Good Excellent

How likely are you to recommend The Manor at Carpenters?

Not likely at all Maybe Somewhat Likely Very Likely Yes, definitely!

Have you had experience at another long-term care or rehabilitation facility? _____ If yes, how would you compare your satisfaction with that experience to your experience at our community? _____

Additional Comments: _____

Name of Person Completing Survey (optional): _____

Name of Resident (optional): _____

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_____ Date: _____

Submitted by: _____

I feel this employee should be recognized because:

Rec **CARPENTERS HOME ESTATES**

The following employee should be recognized for service to the residents of
Carpenter's Home Estates

SEP 16 2024

"MERIT - GRAM"

Central Services

Customer Satisfaction Survey Results January 2024

Number of Surveys Mailed: 18

Number of Surveys Returned: 3

Return Rate: 17%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.33	5.00	4.66	4.66	5.00	5.00	5.00	4.66	4.66

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	2	0	0	0	0
Overall Cleanliness	3	0	0	0	0	0
Food	2	1	0	0	0	0
Activities	2	1	0	0	0	0
Nursing	3	0	0	0	0	0
Social Services	3	0	0	0	0	0
Therapy	3	0	0	0	0	0
Overall Quality of Care	2	1	0	0	0	0
Likely To Recommend	2	1	0	0	0	0

Customer Satisfaction Survey Results February 2024

Number of Surveys Mailed: 14

Number of Surveys Returned: 2

Return Rate: 14%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	4.50	3.50	3.60	3.50	3.60	4.50	3.50	3.50

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	1	0	0	0	0
Overall Cleanliness	1	1	0	0	0	0
Food	1	0	0	1	0	0
Activities	0	1	0	0	0	1
Nursing	1	0	0	1	0	0
Social Services	0	1	0	0	0	1
Therapy	1	1	0	0	0	0
Overall Quality of Care	1	0	0	1	0	0
Likely To Recommend	1	0	0	1	0	0

Customer Satisfaction Survey Results

March 2024

Number of Surveys Mailed: 21

Number of Surveys Returned: 3

Return Rate: 14%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
2.66	3.33	2.33	1.00	3.33	3.00	3.66	3.33	3.33

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	0	0	1	1	0
Overall Cleanliness	1	1	0	0	1	0
Food	0	1	0	1	1	0
Activities	0	0	0	0	1	2
Nursing	1	1	0	0	1	0
Social Services	0	2	0	0	1	0
Therapy	2	0	0	0	1	0
Overall Quality of Care	1	1	0	0	1	0
Likely To Recommend	1	1	0	0	1	0

Customer Satisfaction Survey Results

April 2024

Number of Surveys Mailed: 18

Number of Surveys Returned: 4

Return Rate: 14%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.75	3.00	3.50	3.50	4.00	3.75	4.25	3.75	3.75

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	0	3	1	0	0	0
Overall Cleanliness	0	1	2	1	0	0
Food	0	2	2	0	0	0
Activities	0	1	1	0	0	2
Nursing	1	2	1	0	0	0
Social Services	0	3	1	0	0	0
Therapy	2	1	1	0	0	0
Overall Quality of Care	0	3	1	0	0	0
Likely To Recommend	0	3	1	0	0	0

Customer Satisfaction Survey Results May 2024

Number of Surveys Mailed: 15

Number of Surveys Returned: 3

Return Rate: 20%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.00	3.67	3.67	4.00	4.67	4.33	5.00	4.00	4.00

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	1	1	0	0	0
Overall Cleanliness	2	0	0	0	1	0
Food	2	0	0	0	1	0
Activities	0	1	0	0	0	2
Nursing	2	1	0	0	0	0
Social Services	1	2	0	0	0	0
Therapy	2	0	0	0	0	1
Overall Quality of Care	1	1	1	0	0	0
Likely To Recommend	2	0	0	1	0	0

Customer Satisfaction Survey Results

June 2024

Number of Surveys Mailed: 18

Number of Surveys Returned: 5

Return Rate: 17%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.00	3.2	3	3.5	4.2	3.8	4.8	3.8	4.2

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	2	0	1	0	0
Overall Cleanliness	0	3	1	0	1	0
Food	0	2	2	0	1	0
Activities	1	1	1	1	0	1
Nursing	2	2	1	0	0	0
Social Services	2	1	1	1	0	0
Therapy	4	1	0	0	0	0
Overall Quality of Care	1	3	1	0	0	0
Likely To Recommend	2	2	1	0	0	0

Customer Satisfaction Survey Results

July 2024

Number of Surveys Mailed: 18

Number of Surveys Returned: 5

Return Rate: 28%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.00	3.2	3	3.5	4.2	3.8	4.8	3.8	4.2

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	2	0	1	0	0
Overall Cleanliness	0	3	1	0	1	0
Food	0	2	2	0	1	0
Activities	1	1	1	1	0	1
Nursing	2	2	1	0	0	0
Social Services	2	1	1	1	0	0
Therapy	4	1	0	0	0	0
Overall Quality of Care	1	3	1	0	0	0
Likely To Recommend	2	2	1	0	0	0

Customer Satisfaction Survey Results

August 2024

Number of Surveys Mailed: 18

Number of Surveys Returned: 4

Return Rate: 22%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.5	4.3	3.5	4.2	4	4.7	4	3.5	3.25

Number of Responses for Each Category:

	5	4	3	2	1	0	N/A
Admission & Discharge Process	1	1	1	1	1	0	0
Overall Cleanliness	2	0	1	0	0	1	0
Food	2	0	1	0	1	0	0
Activities	1	1	0	0	0	2	0
Nursing	3	0	0	0	1	0	0
Social Services	2	1	0	0	0	1	0
Therapy	1	1	1	0	0	1	0
Overall Quality of Care	1	2	0	0	1	0	0
Likely To Recommend	1	1	1	0	1	0	0

Customer Satisfaction Survey Results January 2023

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 10

Number of Surveys Returned: 5

Return Rate: 50%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.80	3.80	3.43	3.33	4.03	3.99	4.31	3.79	3.92

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	2	0	0	0	0
Overall Cleanliness	1	2	1	0	0	1
Food	1	2	1	1	0	0
Activities	0	1	0	0	0	4
Nursing	3	1	0	0	0	1
Social Services	2	3	0	0	0	0
Therapy	4	1	0	0	0	0
Overall Quality of Care	2	2	1	0	0	0
Likely To Recommend	1	3	1	0	0	0

Customer Satisfaction Survey Results February 2023

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 18

Number of Surveys Returned: 7

Return Rate: 39%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.98	3.92	3.56	3.53	4.16	4.06	4.41	3.90	3.94

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	4	2	0	0	0	1
Overall Cleanliness	4	1	1	1	0	0
Food	4	0	1	1	0	1
Activities	2	0	2	0	0	3
Nursing	5	1	1	0	0	0
Social Services	4	1	1	0	0	1
Therapy	5	2	0	0	0	0
Overall Quality of Care	3	4	0	0	0	0
Likely To Recommend	3	4	0	0	0	0

Customer Satisfaction Survey Results March 2023

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 19

Number of Surveys Returned: 3

Return Rate: 16%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.08	3.86	3.56	3.51	4.07	3.99	4.41	3.83	3.91

Number of Responses for Each Category: 5 4 3 2 1 N/A

Admission & Discharge Process

Overall Cleanliness

Food

Activities

Nursing

Social Services

Therapy

Overall Quality of Care

Likely To Recommend

1	1	1	1	1	1	0	0	0
1	0	2	0	0	2	0	0	0
0	2	1	0	0	1	0	0	0
0	1	0	0	0	0	0	2	0
0	2	1	0	0	1	0	0	0
0	2	1	0	0	1	0	0	0
1	1	0	0	0	0	0	1	1
0	2	1	0	0	1	0	0	0
1	1	0	0	0	0	0	1	1

Customer Satisfaction Survey Results

April 2023

Number of Surveys Mailed: 17

Number of Surveys Returned: 5

Return Rate: 29%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.08	3.83	3.47	3.31	3.94	3.96	4.32	3.80	3.75

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	0	1	0	0	1
Overall Cleanliness	3	1	1	0	0	0
Food	1	1	2	1	0	0
Activities	0	0	2	0	0	3
Nursing	1	2	1	0	0	1
Social Services	1	1	1	0	0	2
Therapy	0	3	1	0	0	1
Overall Quality of Care	2	2	1	0	0	0
Likely To Recommend	2	1	1	1	0	0

Customer Satisfaction Survey Results

May 2023

Number of Surveys Mailed: 19

Number of Surveys Returned: 9

Return Rate: 47%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.38	4.00	3.13	3.00	4.22	4.00	4.33	3.89	3.89

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	1	1	2	1	1
Overall Cleanliness	2	5	2	0	0	0
Food	1	1	4	2	0	1
Activities	2	0	2	2	1	2
Nursing	4	3	2	0	0	0
Social Services	4	1	4	0	0	0
Therapy	6	1	1	1	0	0
Overall Quality of Care	3	3	2	1	0	0
Likely To Recommend	3	4	0	2	0	0

Customer Satisfaction Survey Results

June 2023

Number of Surveys Mailed: 28

Number of Surveys Returned: 5

Return Rate: 18%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.60	4.00	3.20	3.33	4.40	4.00	4.00	4.00	3.60

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	1	1	0	1	0
Overall Cleanliness	3	0	1	1	0	0
Food	1	1	2	0	1	0
Activities	1	1	0	0	1	2
Nursing	2	3	0	0	0	0
Social Services	1	2	1	0	0	1
Therapy	1	1	1	0	0	2
Overall Quality of Care	2	2	0	1	0	0
Likely To Recommend	1	3	0	0	1	0

Customer Satisfaction Survey Results

July 2023

Number of Surveys Mailed: 29

Number of Surveys Returned: 2

Return Rate: 7%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	3.00	3.5	2.50	3.00	3.60	2.00	3.00	2.00

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	1	0	0	0	0
Overall Cleanliness	1	0	0	0	1	0
Food	1	0	0	1	0	0
Activities	0	0	1	1	0	0
Nursing	0	1	0	1	0	0
Social Services	0	1	0	0	0	1
Therapy	0	0	0	2	0	0
Overall Quality of Care	1	0	2	0	0	0
Likely To Recommend	0	0	0	2	0	0

Customer Satisfaction Survey Results

August 2023

Number of Surveys Mailed: 23

Number of Surveys Returned: 4

Return Rate: 17%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.75	4.33	4.50	4.50	4.75	3.50	4.67	4.25	4.75

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	1	0	0	0	0
Overall Cleanliness	1	2	0	0	0	1
Food	2	2	0	0	0	0
Activities	1	1	0	0	0	2
Nursing	3	1	0	0	0	0
Social Services	0	2	2	0	0	0
Therapy	2	1	0	0	0	1
Overall Quality of Care	1	3	0	0	0	0
Likely To Recommend	3	1	0	0	0	0

Customer Satisfaction Survey Results

September 2023

Number of Surveys Mailed: 23

Number of Surveys Returned: 3

Return Rate: 13%

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	3.00	3.00	3.67	4.00	4.00	4.33	4.00	3.67

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	1	0	0	0	1
Overall Cleanliness	1	0	1	0	1	0
Food	0	0	3	0	0	0
Activities	1	0	2	0	0	0
Nursing	1	1	1	0	0	0
Social Services	2	0	0	1	0	0
Therapy	1	2	0	0	0	0
Overall Quality of Care	1	1	1	0	0	0
Likely To Recommend	1	1	0	1	0	0

Customer Satisfaction Survey Results

October 2023

Number of Surveys Mailed: 17

Number of Surveys Returned: 4

Return Rate: 24%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.75	4.25	2.75	4.00	3.50	3.75	3.50	3.25	3.25

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	0	3	1	0	0	0
Overall Cleanliness	1	3	0	0	0	0
Food	0	2	0	1	1	0
Activities	0	1	0	0	0	3
Nursing	1	2	0	0	1	0
Social Services	0	3	1	0	0	0
Therapy	1	2	0	0	1	0
Overall Quality of Care	0	3	0	0	1	0
Likely To Recommend	0	3	0	0	1	0

Customer Satisfaction Survey Results

November 2023

Number of Surveys Mailed: 16

Number of Surveys Returned: 4

Return Rate: 25%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.75	3.75	3.50	3.67	4.25	3.75	4.25	4.25	4.25

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	0	3	1	0	0	0
Overall Cleanliness	0	3	1	0	0	0
Food	0	2	2	0	0	0
Activities	0	2	1	0	0	1
Nursing	1	3	0	0	0	0
Social Services	0	3	1	0	0	0
Therapy	1	3	0	0	0	0
Overall Quality of Care	1	3	0	0	0	0
Likely To Recommend	1	3	0	0	0	0

Customer Satisfaction Survey Results

December 2023

Number of Surveys Mailed: 24

Number of Surveys Returned: 2

Return Rate: 8%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	4.00	4.00	3.00	4.00	4.00	4.50	4.00	4.00

Number of Responses for Each Category:

	1	2	3	4	5	1	2	3	4	5	N/A
Admission & Discharge Process	0	0	0	1	1	0	0	0	0	0	0
Overall Cleanliness	0	0	0	2	2	0	0	0	0	0	0
Food	0	0	0	0	0	1	0	0	0	0	0
Activities	0	0	0	0	0	2	0	0	0	0	0
Nursing	0	0	0	2	2	0	0	0	0	0	0
Social Services	0	0	0	2	2	0	0	0	0	0	0
Therapy	0	0	0	1	1	0	0	0	0	0	0
Overall Quality of Care	0	0	0	2	2	0	0	0	0	0	0
Likely To Recommend	0	0	0	2	2	0	0	0	0	0	0

Customer Satisfaction Survey Results January 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 13

Number of Surveys Returned: 4

Return Rate: 31%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.0	4.0	2.8	3.7	4.3	3.3	5.0	3.75	4.0

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	0	1	2	0	0
Overall Cleanliness	1	2	1	0	0	0
Food	1	0	0	3	0	0
Activities	1	0	2	0	0	1
Nursing	2	0	1	0	0	1
Social Services	1	1	0	0	1	1
Therapy	4	0	0	0	0	0
Overall Quality of Care	1	2	0	1	0	0
Likely To Recommend	2	1	0	1	0	0

Customer Satisfaction Survey Results February 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 3

Number of Surveys Returned: 9

Return Rate: 33%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	5.00	4.00	No opinion	4.00	5.00	5.00	4.50	4.50

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	1	0	0	0	0
Overall Cleanliness	3	0	0	0	0	0
Food	1	1	1	0	0	0
Activities	0	0	0	0	0	3
Nursing	1	1	0	0	0	1
Social Services	3	0	0	0	0	0
Therapy	2	0	0	0	0	1
Overall Quality of Care	2	1	0	0	0	0
Likely To Recommend	2	1	0	0	0	0

Customer Satisfaction Survey Results March 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 8

Number of Surveys Returned: 6

Return Rate: 75%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.00	4.33	4.50	4.00	4.50	4.00	4.40	3.83	3.83

Number of Responses for Each Category:	5	4	3	2	1	N/A
Admission & Discharge Process	3	2	0	0	1	0
Overall Cleanliness	3	2	1	0	0	0
Food	3	3	0	0	0	0
Activities	0	1	0	0	0	5
Nursing	3	3	0	0	0	0
Social Services	3	2	0	0	1	0
Therapy	3	1	1	0	0	1
Overall Quality of Care	2	3	0	0	1	0
Likely To Recommend	2	3	0	0	1	0

Customer Satisfaction Survey Results April 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 14

Number of Surveys Returned: 6

Return Rate: 43%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.50	4.50	4.60	4.50	4.67	4.80	4.80	4.5	4.67

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	3	0	0	0	0
Overall Cleanliness	4	1	1	0	0	0
Food	3	2	0	0	0	1
Activities	3	3	0	0	0	0
Nursing	4	3	0	0	0	0
Social Services	3	2	0	0	1	0
Therapy	3	1	1	0	0	1
Overall Quality of Care	2	3	0	0	1	0
Likely To Recommend	2	3	0	0	1	0

Customer Satisfaction Survey Results May 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 9

Number of Surveys Returned: 5

Return Rate: 56%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.40	4.60	3.60	3.50	4.40	4.20	4.60	4.00	4.60

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	3	1	1	0	0	0
Overall Cleanliness	3	2	0	0	0	0
Food	0	3	2	0	0	0
Activities	2	2	0	0	0	1
Nursing	3	1	1	0	0	0
Social Services	3	1	0	1	0	0
Therapy	3	2	0	0	0	0
Overall Quality of Care	1	3	1	0	0	0
Likely To Recommend	3	2	0	0	0	0

Customer Satisfaction Survey Results June 2022

5 Point Liked Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 11

Number of Surveys Returned: 4

Return Rate: 36%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.50	4.33	3.75	4.50	4.25	3.33	4.75	4.25	4.25

Number of Responses for Each Category:

Admission & Discharge Process	5	4	3	2	1	N/A
Overall Cleanliness	1	1	1	1	0	0
Food	2	0	1	0	0	1
Activities	1	2	0	0	0	0
Nursing	1	1	0	0	0	2
Social Services	2	1	1	0	0	0
Therapy	0	2	0	1	0	1
Overall Quality of Care	3	1	0	0	0	0
Likely To Recommend	1	3	0	0	0	0
	1	3	0	0	0	0

Customer Satisfaction Survey Results July 2022

5 Point Likert Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 6

Number of Surveys Returned: 3

Return Rate: 50%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.67	4.67	3.00	3.00	4.33	4.00	4.33	4.33	4.33

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	1	0	0	0	0
Overall Cleanliness	2	1	0	0	0	0
Food	0	1	1	1	0	0
Activities	0	0	2	0	0	1
Nursing	1	2	0	0	0	0
Social Services	2	0	0	1	0	0
Therapy	1	2	0	0	0	0
Overall Quality of Care	1	2	0	0	0	0
Likely To Recommend	1	2	0	0	0	0

Customer Satisfaction Survey Results August 2022

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 8

Number of Surveys Returned: 5

Return Rate: 63%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.40	4.00	3.80	5.00	4.80	4.00	4.80	4.40	4.40

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	3	0	0	0	0
Overall Cleanliness	1	3	1	0	0	0
Food	1	2	2	0	0	0
Activities	2	0	0	0	0	3
Nursing	4	1	0	0	0	0
Social Services	1	3	1	0	0	0
Therapy	4	1	0	0	0	0
Overall Quality of Care	2	3	0	0	0	0
Likely To Recommend	2	3	0	0	0	0

Customer Satisfaction Survey Results September 2022

5 Point Likert Scale

- 5= Excellent
- 4= Very Good
- 3= Good
- 2= Average
- 1= Poor

Number of Surveys Mailed: 11

Number of Surveys Returned: 2

Return Rate: 18%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.00	3.00	3.50	4.00	3.50	4.00	4.50	3.50	3.50

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	0	0	1	0	0	1
Overall Cleanliness	0	1	0	1	0	0
Food	1	0	0	1	0	0
Activities	0	1	0	0	0	1
Nursing	0	1	0	1	0	0
Social Services	0	1	0	0	0	1
Therapy	1	1	0	0	0	0
Overall Quality of Care	1	0	0	1	0	0
Likely To Recommend	1	0	0	1	0	0

Customer Satisfaction Survey Results October 2022

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Number of Surveys Mailed: 15

Number of Surveys Returned: 5

Return Rate: 33%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
4.40	3.80	4.20	4.50	4.20	4.00	4.60	4.60	4.00

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	3	0	0	0	0
Overall Cleanliness	2	0	3	0	0	0
Food	2	2	1	0	0	0
Activities	1	1	0	0	0	3
Nursing	3	1	0	1	0	0
Social Services	2	2	0	1	0	0
Therapy	4	0	1	0	0	0
Overall Quality of Care	3	2	0	0	0	0
Likely To Recommend	1	3	1	0	0	0

Customer Satisfaction Survey Results November 2022

Number of Surveys Mailed: 16

Number of Surveys Returned: 2

Return Rate: 13%

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
5.00	4.00	3.00	2.00	4.00	3.50	5.00	4.00	4.00

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	1	0	0	0	0	1
Overall Cleanliness	0	2	0	0	0	0
Food	0	0	2	0	0	0
Activities	0	0	0	1	0	1
Nursing	1	0	1	0	0	0
Social Services	0	1	1	0	0	0
Therapy	2	0	0	0	0	0
Overall Quality of Care	0	2	0	0	0	0
Likely To Recommend	0	2	0	0	0	0

Customer Satisfaction Survey Results December 2022

Number of Surveys Mailed: 13

Number of Surveys Returned: 9

Return Rate: 69%

5 Point Likerd Scale	
5=	Excellent
4=	Very Good
3=	Good
2=	Average
1=	Poor

Admission & Discharge Process	Overall Cleanliness	Food	Activities	Nursing	Social Services	Therapy	Overall Quality of Care	Likely to Recommend
3.75	3.82	3.39	3.36	3.88	3.85	4.13	3.73	3.89

Number of Responses for Each Category:

	5	4	3	2	1	N/A
Admission & Discharge Process	2	2	2	0	2	1
Overall Cleanliness	3	1	2	1	2	0
Food	1	1	4	2	1	0
Activities	1	2	1	0	3	2
Nursing	0	4	1	2	1	1
Social Services	2	2	2	1	1	1
Therapy	3	2	1	0	1	2
Overall Quality of Care	0	4	2	1	2	0
Likely To Recommend	1	3	1	1	3	0

Community/Family Involvement

Received
SEP 16 2024
Central Services

Community / Family Involvement

The Manor at Carpenters is the nursing home for the Estates at Carpenters, a continuing care retirement community located in Lakeland, FL. The Estates opened its doors and accepted its first residents in 1986 and celebrated its 34th anniversary in April of this year. The Manor opened in 1989 and celebrated its 31st anniversary in June. As part of a large lifecare community, the Manor has the benefit of being a part of the full continuum of care. As part of this larger network, family and community participation is an element vital to the success at the Manor.

There are many people and organizations within the community that support our residents by participating in activities such as pet therapy, inter-generational visits, Bible study, bingo, Wii bowling and singing. Local religious organizations are very active in their support of the Manor. Various Ministers from the area come in as guest speakers at a weekly non-denominational Sunday worship service. In addition to the Sunday worship service, a local church celebrates a communion mass every other Tuesday. In addition to the communion mass, we collaborate with various churches to visit and pray with residents, give communion, and offer support. In addition, we have an internal chaplain that would visit the residents in the Manor and if they ever go to the hospital. Families are also given the same support from our in-house chaplain.

Independent living residents regularly volunteer in the Manor. Whether it is calling bingo, taking residents for a walk outside or just taking the time to sit with and visit, our independent living resident volunteers jump at the chance to help in any way they can. These volunteers have demonstrated a caring and supportive attitude that enhances the quality of life of all of our residents. The Manor has volunteers that help with the book cart, by going individually into the resident rooms to distribute the books.

The Girl Scouts are very cooperative in participating in special events because they have seen that these types of intergenerational activities have a positive effect on their members while also creating an improved quality of life for the residents of the Manor. We have volunteers that bring animals in to visit with the residents each month. For example, we had volunteers bring in therapy miniature horses.

A volunteer from the Friends of Bill Wilson which is an AA program comes into the Manor once a week to provide support and lead the AA meeting. We have residents with past

Received

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Central Services

addictions who are now sober, and the AA meeting helps the residents to continue with their sobriety.

The families of residents are invited to come to all special functions. The Annual Christmas luncheon had around two hundred people in attendance and included a wonderful response from the families of the residents. During the National Nursing Home Week, we had many family members and people from the community participate and attend the various themed activities, contests, and picnic. Several entertainers from the community appear on a regular basis at the Manor allowing the residents to enjoy their talents. Each birthday is a special occasion. The Manor holds a monthly birthday luncheon for the residents encouraging them to invite guests to celebrate the occasion with them.

In keeping with good community relations, our organization is active in giving back to the community. We selected to help key elements of our local community that support the elderly, conditions that affect the elderly, or not-for-profit organizations who have a mission that strengthens the environmental, social, or economic systems of our local area. Some of the ways that we have contributed to these local key areas include:

1. Every Thanksgiving, we provide a delicious Thanksgiving dinner, with turkeys straight out of our ovens, for over three hundred low income or homeless people in our local community.
2. We are a major partner in "K-9's for Cops," with the Polk County Sheriff's Office. This program recognizes the value of law enforcement to the greater community and raises money to purchase canines for the Polk County Sheriff's Office. The money raised provides the necessary resources to fund the training and development of puppies intended for police service in our local county area. To date, with our help, fourteen dogs have been purchased, trained, and placed into service in our county's K-9 unit.
3. We host an annual breakfast meeting for Better Living for Seniors, a coalition of organizations that provide services to seniors.
4. We attend and sponsor the annual Lakeland Mayor's Prayer Breakfast.
5. We sponsor a collection of new, unwrapped toys for the Lakeland Police Department's Cops for Kids campaign and provide financial support for this wonderful program that benefits children from the local community and helps to ensure that each child has a present to unwrap on Christmas morning.

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Central Services

6. We also support other organizations throughout the year on a case-by-case basis. Some additional organizations that we have recently supported either through one-time donations or one time use of our facilities include: Florida Assisted Living Association, Gideon's, Travis Vocational Technical School, Polk County Emergency Management, Florida Health Care Association, Peace River Center, Lighthouse Ministries, Lakeland Habitat for Humanity, Florida Baptist Children's Home, Clark's House, and Shriner's Hospital for Children.
7. We work with organizations such Samaritan's Purse International Relief to help with the Operation Christmas Child.

CHERA

The Volunteer Program is a critical component in the overall operations of the Estates. Currently, the Carpenter's Home Estates Resident Association (CHERA) has many active committees. These committees address each area of operations within the community and offer an opportunity for representatives of our hundreds of residents to offer insight and input. Whether it is the Health Advisory Committee, the Dietary Committee, the Religious Resources Committee or the Budget Input Committee, these volunteers donate thousands of hours to the entire community and are integral components to the effective operations of this community. We have partnered with local elementary schools and church youth groups facilitating children in the local community to write letters and draw pictures for our residents. Our central lobby is currently covered with some of our residents' favorite drawings from these children.

Received
SEP 16 2024
Central Services

Stable Workforce

Received

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Central Services

Stable Workforce

One of the most pressing issues in long-term care at our present time is employee turnover. For years, the healthcare industry, including long term care, has seen a shortage of professional nurses and CNAs. The pandemic only served to exacerbate this problem. The steps that we have taken at The Manor have served us well in reducing turnover and promoting a high stability rate.

One of the strengths of our community is the longevity of many members of our team. For the purpose of this award, our average stability rate since the 3rd quarter of 2023, our stability rate averaged 63.4%. But this is only part of the story. In the Manor, we have several staff members who have served the residents of The Manor for decades. In fact, the average length of employment for our CNAs is 7 years, with 30% of those individuals working at The Manor for ten or more years! Our nurses also contribute to the longevity of our staff. The average length of tenure of our staff nurses is 3 years with 23% of them serving the residents of the Manor for more than 5 years. Staff members from other departments have also found a professional home with the Manor. Our Director of Therapy has served the community for 20 years. Moreover, 50% of the Therapy team has been with the Manor for more than 5 years. Our Recreation department boasts of an average length of 12 years. The stability and longevity of our staff is crucial to providing outstanding care for our residents.

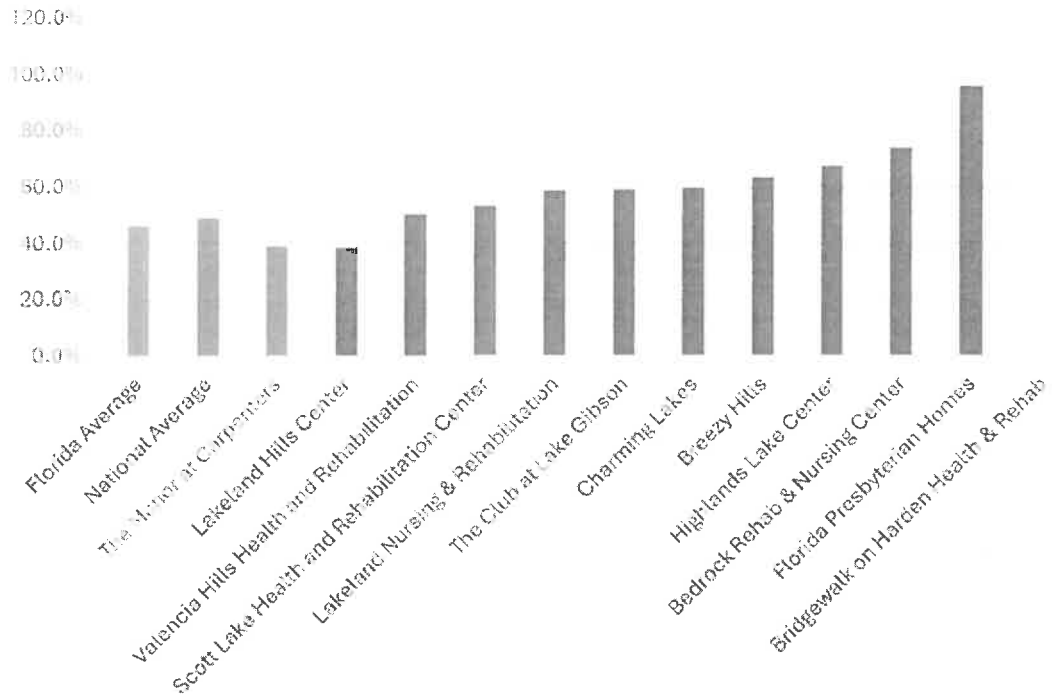
While discussing stability, we must take an opportunity to discuss turnover rates. Turnover in the Nursing department has been an issue for nursing facilities since the dawn of time. Even though we acknowledge the effects of turnover in our Nursing department, we recognize that, based on the CMS Care Compare ratings, our turnover rates are significantly better than those seen in our competitors. As of September 2024, The Manor compares very favorably against their competition in Nursing staff turnover rates. As can be seen in the graph below, the Manor is significantly lower than the state and national averages as well as most of their competition.

Received

SEP 16 2024

Central Services

CMS Data Nursing Staff Turnover



The Estates at Carpenters, the continuing care retirement community that The Manor is a part of, recognizes that our employees are one of our greatest assets. We believe that if your employees feel appreciate, prepared, cared for, heard, and well compensated, they will be happy, and that a happy workforce leads to loyal, dedicated, caring, and hardworking staff which translates to positive outcomes for our residents. In order to accomplish our goal of a happy workforce, we have taken several steps including but not limited to:

1. **Pay Staff Like Professionals:** We expect our staff to behave like professionals and, as such, we are committed to compensating them like professionals. Our current pay rates for CNAs and Nurses are above market. While we do not believe that pay is the most important factor in retaining or keeping employees happy, it is a factor that helps. Being a market leader in pay also impacts recruiting, providing us with more applicants to choose from then our competitors.
2. **Training Program:** Knowledge builds confidence and having confidence in your ability to do your job well makes for happier employees and better outcomes. To make sure that all our staff has the knowledge they need we have a robust orientation and training program. CNA's and Nurses will spend multiple days in one-on-one or small group instruction with our Education Coordinator and other

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department heads. After this they are then assigned to a “mentor” who holds their position, that and they are able to shadow for up to 10 days before having to work their first shift on their own.

3. Quantity Does Matter: While not the only determining factor of quality, having enough staff at all times to provide the level of care that we expect is hugely important. As such, we have decided to staff at significantly higher staffing ratios than the industry standard. Based on CMS Nursing Home Care Compare website, the Manor exceeds state and national averages by the below percentages as seen below:

- a. Exceeds average State RN hours by 34% & Nation RN hours by 45%
- b. Exceeds average State CNA hours by 19% & Nation CNA hours by 22%

By staffing at a higher standard, it not only provides our staff with the time to accomplish the high standard of care that we expect but it also helps to ensure that we never violate any staffing laws and has enabled us to not have to utilize agency staffing for over 23 years!

4. The Director of Nursing maintains a flexible work schedule for the nursing staff, which allows time for them to meet family obligations and further their education. All professional staff have access to free continuing education, tuition reimbursement, and are encouraged to actively participate in their respective associations.
5. Carpenters Angels Program: Sometimes, through no fault of their own, people face tragedy. Whether it is from a medical illness, sudden death of a family member, or an unforeseen accident. We recognize that not everyone has a suitable support structure in place to help them during a tragedy so as their employer and their extended family we try to provide that support for them through our Carpenters Angels Program. Through this program, people can not only receive moral and spiritual support, but financial support through the company to help them through trying times.

Having a stable workforce has been a key element in our many accomplishments, including:

- a. Winning Polk County’s Best Places to Work Award for the last 15 consecutive years,
- b. Recipient of the Bronze and Silver American Health Care Association National Quality Award and
- c. Past recipient of the Governors Gold Seal Award.

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Nursing home

Manor at Carpenters, The

Overall rating:



LOCATION

1001 Carpenters Way
Lakeland, FL 33809

PHONE NUMBER

(863) 858-3847

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Feedback

Ratings Details Location



RATINGS

Overall rating



Much above average

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The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.

[Learn how Medicare calculates this rating](#)

Health inspections



Above average

[View Inspection Results](#)

Staffing



Above average

[View Staffing Information](#)

Quality measures



Much above average

[View Quality Measures](#)

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DETAILS

COVID-19 vaccination rates

The percent of residents and staff who are up to date with their vaccines, and state and national rates.

[View Vaccination Rates](#)

Fire safety inspections & emergency preparedness

Nursing homes are inspected for building design and operational features designed to provide safety from fire, smoke, electrical failures and gas leaks. Nursing homes are also surveyed for emergency preparedness.

[View Inspection Details](#)

Penalties

Medicare may impose penalties on a nursing home when there's a serious health or fire safety citation or if the nursing home fails to correct a citation for a long period of time.

[View Penalties Details](#)

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Number of certified beds

72

Participates in Medicare / Medicaid?

Medicare and Medicaid

With a resident and family council?

Resident

Located within a hospital?

No

Automatic sprinkler systems in all required areas?

Yes

In a Continuing Care Retirement Community?

Yes

Legal business name

Carpenters Home Estates Inc

Ownership type

Non profit - Corporation

Affiliated entity name

None - This facility isn't part of an affiliated entity.

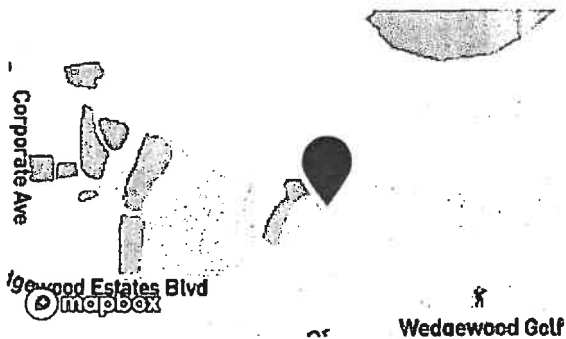
Affiliated entity ID

None - This facility isn't part of an affiliated entity.

Ownership Details

LOCATION

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Manor at Carpenters, The

1001 Carpenters Way
Lakeland, FL 33809

(863) 858-3847

[Get Directions](#)

To print all available information at once, open the expanded view.

[Expand page](#)

Data last updated: August 28, 2024

To explore and download nursing home data, [visit the data catalog on Data.cms.gov](https://data.cms.gov)



Nursing Home Resource Guides

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See the [guide to choosing a nursing home](#) to learn how to find and compare nursing homes on Medicare.gov and what information you should consider when choosing a nursing home.

See the [guide for living in a nursing home](#) to learn about resident rights while living in a nursing home and how to get help if there are concerns.

You may also be interested in:

[Alternatives to nursing home care](#)

[How Medicare covers skilled nursing facility care](#)

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Medicare.gov

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STAFFING REPORT FOR THE MANOR AT CARPENTERS SNF LICENSE #1075096

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
2023	3 rd (July 1, 2023 – September 30, 2023)	46	24	34	12	13	6
2023	4 th (October 1, 2023 – December 31, 2023)	48	22	33	12	7	4
2024	1 st (January 1, 2024 – March 31, 2024)	51	24	32	12	7	3
2024	2 nd (April 1, 2024 – June 30, 2024)	50	25	33	16	9	2

Staffing Review: 59A-4.200, Florida Administrative Code Turnover Ratio

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

- (a) Have a turnover rate no greater than 50% for the most recent 12 month period ending on the last workday of the most recent calendar quarter prior to the 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
- (b) Have a stability rate indicating that at least 50% of its staff have been employed at the facility for at least 1 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.)

(AGENCY USE ONLY)

Turnover Rate

3rd Quarter (2019): _____
 4th Quarter (2019): _____
 1st Quarter (2020): _____
 2nd Quarter (2020): _____

Stability Rate

3rd Quarter (2019): _____
 4th Quarter (2019): _____
 1st Quarter (2020): _____
 2nd Quarter (2020): _____

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Targeted In-Service

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Targeted In-service

To ensure the highest quality of care, The Manor hires qualified individuals who exceed the minimum requirements. The staff is provided continuous training which improves the overall quality of care and aids in the retention of our staff. The Manor employs a full-time Assisted Director of Nursing/Education Coordinator who is a registered nurse that can provide in-person training to our staff to meet the targeted needs. As we have staff that work three different shifts, the Assistant Director of Nursing keeps a fluid schedule so that they can offer instruction to all staff. The staff also receives a consistent flow of materials, including but not limited to, power point presentations, professional studies, and face-to-face instruction to re-enforce the health care standards in place at The Manor.

Every unusual occurrence that occurs, whether it is a fall, skin tear, bruise, etc, is discussed by the interdisciplinary team daily. If any areas for improvement are identified when discussing these occurrences, staff immediately begin to address the issue(s). These immediate interventions help to educate or retrain staff thus producing an improvement in the quality of care our residents receive. In addition, targeted in-services are aligned with areas identified as issues or concerns by the Quality Assurance and Performance Improvement Committee. In addition to areas identified by the QAPI committee throughout the year that would benefit from targeted in-service training, the QAPI committee also annually establishes an ongoing training schedule to keep staff up to date. In January of this year, the QAPI committee created and approved an annual education plan for the Manor. With over twenty different areas of training identified in the plan, staff is regularly trained on topics such as care of cognitively impaired residents, resident rights, and abuse training just to name a few.

The physical and occupational therapists are skilled in conducting one-on-one training with the CNAs to give detailed instructions concerning care. Some other targeted in-services that have taken place include comprehensive training dealing with cognitively impaired residents who become combative, oral care, bowel and bladder training and general customer service training. These in-services help to enhance the quality of care and quality of life that our residents enjoy.

During the current pandemic, targeted in-servicing has become more important than ever. With the regulation and our knowledge of COVID-19 constantly evolving, it is crucial that staff

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receive rapid targeted in-service training on the evolving guidelines relating to COVID-19 transmission, proper PPE usage as well as infection control and prevention.

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2024 Annual Training	Subject
January	Abuse, Neglect, Exploitation, Misappropriation, Mistreatment, and Injury of Unknown source; Domestic Violence; Feeding/Eating Techniques
February	Dementia Management; Alzheimer's Disease Nutrition/Hydration Principles; Medical Error Prevention
March	Infection Control; Nurse Practice Act Law
April	Emergency Procedures and Internal/External Disasters; End of Life Care and DNRO; Recognizing Impairment in the Workplace
May	Fire and Accident Prevention/Right to Know; Risk Factors for Pressure Ulcers; Human Trafficking
June	Elopement/Missing Resident; Falls Management; Incident Reporting; Disaster Preparedness
July	Resident Rights; HIPAA; Biomedical Waste; CPR
August	Customer Service; Pain Management; Workplace Violence Prevention; Sexual Harassment
September	QAPI; Risk Management; Body Mechanics
October	Compliance and Ethics; Medical Documentation
November	Behavioral Health; HIV/AIDS; Bloodborne Pathogens; TB
December	Effective Communication; Trauma Informed Care

Best Practices

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Best Practices

The key to our organization is that our staff and stakeholders work together to accomplish our ultimate goal – quality of life and quality of care for our residents. At the Manor we have chosen to encourage teamwork between our departments for the goal of improving care for our residents. Only with the spirit of teamwork is it possible for us continuously to meet the needs of our residents, families, and staff.

The Manor at Carpenters uses an interdisciplinary effort in providing quality care to all residents. Each department has its own responsibilities, yet it is a team effort to go the extra mile for the residents that allows us to accomplish our goals. All departments within The Manor view it as their responsibility to provide a caring atmosphere for all residents. The employees view their work as a labor of love and not just a job. Words such as “I love you” are often heard exchanged between staff and residents within the Manor. All departments answer call lights and call for the appropriate assistance for the residents. Teamwork is a great part of the success at the Manor.

The residents and families are encouraged to decorate the rooms with as many personal items as possible. The goal at the Manor is to provide care to the resident “in their home” for the Manor is truly like a warm and friendly home for all its residents. It shows in the dedication of the staff toward the residents. The Administration encourages the positive attitudes of the staff by being supportive of their endeavors to provide a caring atmosphere for the residents. Some of the Best Practices that The Manor utilizes to accomplish our goal of providing superior quality of life and quality of care include:

Staffing Levels

Nursing services go beyond the normal care for each resident. The staff has embraced the mission and culture of the organization that promotes teamwork and personal growth. The staffing ratios for the Manor far exceed the required state and national staffing ratios and state and national averages, as discussed in the stable workforce section of this application. The staff has great resources available to them on a daily basis. The Manor makes sure that there is enough Administrative Nursing to run the department at a high level. Our Director of Nursing has a full time Assistant Director of Nursing, Infection Preventionist, Wound Care Nurse, MDS Coordinator and Unit Manager, and all for just a 72-bed nursing home. The high levels of both

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front line and administrative staffing allow us to provide the type of individual attention and care that our residents deserve. Some examples of things that having higher staff levels allows us to do is:

1. If a resident is having an unusually difficult time a staff person will be assigned to provide one-on-one care until the situation passes.
2. There is a nurse available to make rounds with the physician to assure that all the residents' medical needs are met, especially those who cannot verbalize concerns for themselves.
3. When a resident needs to go outside of The Manor for medical appointments, a CNA is assigned to accompany the resident and stay with the resident until their return. This alone is a wonderful service to the residents providing them with the security that they are not being left alone and vulnerable.
4. The extra staff allow the CNAs to be able to provide care with a personal touch, not rushing from resident to resident. The staff has time to interact with the families, educating and comforting them concerning the care their loved one receives.

Wound Care

The Manor has partnered with a wound care Physician, Dr. Bonomo, who comes into the facility each week to help educate staff, monitor residents at risk for skin breakdown and facilitate the healing process for anyone with an open area. The Manor has a full-time wound care Registered Nurse who monitors all of our residents throughout the week and works with Dr. Bonomo during his visits. In addition, our Director of Therapy is a wound care specialist who is able to assist our Nursing Department in the prevention, monitoring and treating of any wounds. Each week, outside of the weekly rounds performed by Dr. Bonomo, our wound care nurse, Director of Nursing and Director of Therapy perform internal wound rounds, ensuring that any individual with compromised skin is being examined at least twice a week by administrative staff, in addition to the daily skin checks performed by front line staff. To assist in our efforts to prevent skin breakdown, The Manor has purchased special mattresses for all beds in the facility that allow all mattresses to act as alternating air pressures reduction mattresses. These efforts have borne fruit as demonstrated by our exceptional clinical results in this area.

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Recreational Therapy

Our Recreation program is the heart and soul of our facility, embodying the care, concern, and commitment of our staff to our residents. The Recreation Department is led by a seasoned Certified Therapeutic Recreation Specialist with 7 years' experience serving older adults in the long-term care setting. She and her full-time staff members strive to meet the needs and interests of our residents. But we believe that one department does not bear the sole responsibility for enriching the lives of our seniors, it's everyone's opportunity. Members of Nursing, Administration, Social Services, and Dietary enjoy spending quality time with our residents through individual and group recreational pursuits by playing games, music, arts and crafts, outdoor strolls, parties and socials, religious services, prayer, manicures, and talking and reminiscing. At the Manor, recreational pursuits and activities are not the responsibility of one department and the residents are the ones who benefit the most.

One-on-One Program

Recreational Therapy has an extensive list of residents on the one-on-one program. To meet the needs of all these residents, all departments within the Manor visit and interact with the residents. These one-on-one visits consist of everything from a staff member taking a resident for a walk around our beautiful 33 acre campus to playing cards with a resident to reminiscing and singing old time tunes. While every one-on-one visit is unique and tailored to the individual preferences of the residents, what the residents are the smiles and happiness that the individualized attention brings.

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Individualized Interventions for Behavior Expressions

Due to the impairments in communication abilities, it is common for individuals with dementia to exhibit behavioral expressions. But we take a different approach to address these expressions. We realize that by providing meaningful interaction and individualized interventions, we can decrease these behaviors. At The Manor, we get to know our residents, what has been important to them throughout their lives, what they enjoy doing, both now and in the past, and this has made a tremendous difference when addressing behavior expressions. It's not uncommon to see a staff member, sitting with a resident, listening to music, or singing "Daisy, Daisy" or another old time tune which is distracting the resident from calling out, exit seeking behavior or another behavior expression. And it's amazing how an ice cream cone or sandwich while spending some time interacting with others can have such a positive impact on behavior expressions. We have even set up individualized Activity Baskets for residents and staff to use at all hours to help to provide appropriate stimulation, interaction, and distraction from disruptive behaviors.

Spiritual Wellness

To assist with the spiritual wellness of our residents our community employs a full-time Chaplain. Our Chaplain; assists in coordinating services that meet the varied religious preferences of our population through weekly non-denominational Sunday worship services which host various community ministers as guest speakers, provides individual counseling and prayer sessions to residents, families and employees, visits our residents in the hospital should they have to be transferred there, and provides funeral services and grief counseling. In addition, Catholic Mass is offered bi-weekly and is run by members of a local church. Bible Reading is offered weekly in a group format which is run by nursing staff or volunteers. Gospel music is provided throughout the month during special musical activities.

Fall Prevention Program

The recreation department works with the nursing department to have a fall prevention program as a preventive measure for residents who are at high risk of falls. The program has trained certified nursing assistants that keeps the resident engaged with different fun and calming activities. The residents are in the activity room where close observation is given. Many of the residents have dementia, and this program keeps them engaged to prevent falls. The program takes place during the high fall risk hours that are applicable to the facility.

Finish The Story is a method for interactive, group storytelling for residents with dementia and Alzheimer's. Rather than having the dementia resident try to remember, Finish the Story encourages participants to utilize their imaginations and helps them feel like they still have something of value and importance to contribute. These stories don't tend to have a strict chronological beginning, middle, and end and they often contain nonsensical words. In their open, poetic form, the stories succeed in vividly capturing the dreams, desires, humor, and sometimes the sadness and anxiety of the participants.

The leader of the group starts out, announcing the beginning of the story. The residents are then encouraged to add to the story. During the process, the group is asked open-ended questions that invite the group members to respond. One facilitator echoes the responses while another writes down each response, focusing on the pronunciation and tone of the response. Everything is validated and there is no right or wrong answer. Retelling the story occasionally throughout the group focuses them back on task. The same tone and pronunciation is used when reading back the story. When it's felt that the group is growing tired of the story, the final retelling is done and then it is typed. At the close of the group, each participant is thanked for participating.

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2022-2024 Recreation Memories



Pony Therapy

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Recreation Memories cont.

Restaurant Outing



Coffee Bar

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Recreation Memories



Fun with clay



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Recreation Memories



Garden Club



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Petting Zoo



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Recreation Memories



Car Show

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INOVALON

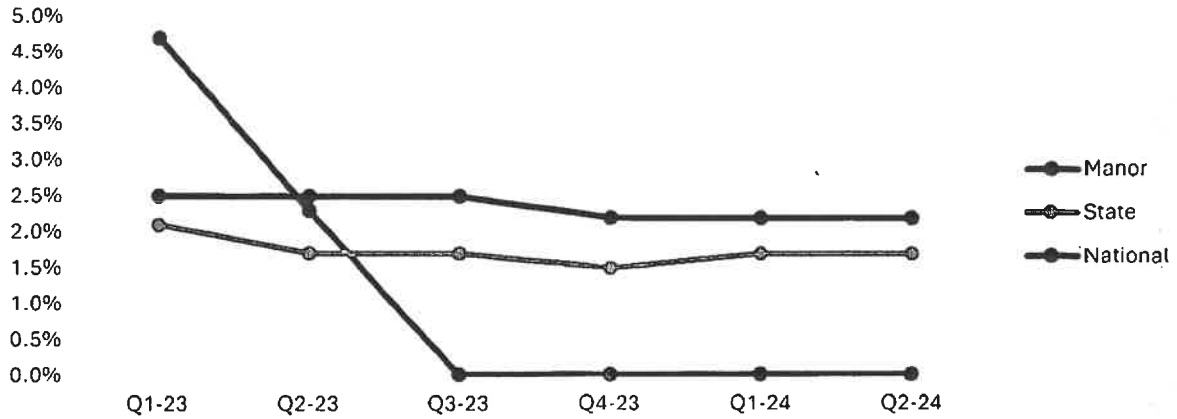
In our world, the implementation and utilization of electronic records has brought data management to new heights! We now live in a data-driven world which values outcome measures and process improvement.

In an effort to learn as much as we can from our data, we began partnering with Inovalon, utilizing its program for data analysis from MDS submissions. Inovalon monitors and tracks performance in a number of areas including MDS completion and accuracy; Quality Measures reports including identifying trends for functional decline in ADLs, cognitive functioning, weights, and wounds as well as an in-depth look at the Quality Measures; performance indicators such as Five Star performance and trending reports; reimbursement category which allows staff to evaluate PDPM potential and Medicare rate comparisons; and tools for survey preparedness such as the Focused Survey tool and the Facility Assessment Resource Tool. Additional features of the Inovalon program include an audit tool which allows administrators of the program to monitor for optimal usage of the program. Inovalon has become an invaluable tool for our staff in evaluating our processes and outcomes.

One of the areas of Inovalon that is frequently utilized is the evaluation of our Quality Measures. Inovalon enables us to create Statistical Process Control charts to track and trend performance over time and to drill down into resident details which enables us to use root cause analysis to determine potential areas for improvement. This tool has been extremely helpful in determining areas of improvement in the quality of our care. For example, using the Inovalon program, in the first quarter of 2023, we observed an increasing trend in the Quality Measure for Urinary Tract Infections in our Long Stay Residents. Our Quality Assurance/ Process Improvement committee then assigned a subcommittee to investigate the potential causes of this increase. After performing a root cause analysis, the subcommittee determined that there had been an influx of new daily care providers in our line staff who needed additional training in peri-care. Additional training was provided which included the use of a training mannequin in which staff practiced the skills needed to effectively clean the peri area of the patient and allowed for return demonstration of the staff to ensure competence in this area. As a result of these interventions, we have seen a dramatic decrease in the urinary tract infections for our long stay residents.

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Urinary Tract Infection Long Stay



Inovalon has proven to be a valuable tool in our quality improvement arsenal. We strive to provide the highest quality of care, and with the use of Inovalon, we are able to monitor, track, trend, and identify potential areas of improvement with in-depth analysis of any concerns and quick response to trending issues.

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Dietary Services and the Nutrition Risk Committee

The Manor has an interdisciplinary Nutritional Risk Committee that meets weekly to discuss interventions and maintain a close watch on the residents that are at risk of weight loss. This committee is led by our Certified Dietary Manager, who is also a Dietary Technician, and she assists the interdisciplinary team in determining appropriate interventions. The residents that are able can make selections from an extensive select menu. Residents who are unable to make selections receive help in filling out their select menu from families or staff. When select menus are not used, a detailed list of resident's likes and dislikes is obtained through the family by the Dietary Department to ensure we honor resident's food preferences. The Manor provides a variety of hydration alternatives and nutritional snacks that are available 24 hours a day. A bowl of fresh fruit is available throughout the day to promote an increase in proper nutrition. Special requests are honored, and there is an extensive list of snacks for the resident to choose from. No matter how much nutrition is offered, it still takes the one-on-one attention at meals and snack times to ensure the resident has the necessary assistance. Many types of condiments are offered at each meal that adds additional calories for the residents. Med Pass is provided to all residents as needed, free of charge, as another means of helping to maintain resident's nutrition, hydration, and weight. We consider the additional expense allocated to food to be money well spent as it encourages increased caloric intake by our residents. To help monitor the quality of the food being served, several times a month our CDM will have an extra tray prepared, and a member of the interdisciplinary team will consume the tray so that they might critique the food and make sure that we are delivering our meals at the highest standard.

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Training Facility

The Manor has partnered with multiple organizations to help train the next generation of long-term care professionals. Our training partners include:

1. University of South Florida- Students from their Long-Term Care Administration program perform internships in an effort to become Administrators.
2. Florida Southern College- Students from their Registered Nursing program perform a clinical rotation at our facility.
3. Southeastern University- Students from their Registered Nursing Program perform a clinical rotation at our facility.

We believe that by serving as a training facility we are able to accomplish three goals:

1. We are able to keep our own skills sharp through the teaching that we do.
2. We are able to assist our local community by helping to develop and mentor caregivers and health care professionals.
3. We are able to get a free look at potential talent and hire the best of those that we train to join our family.

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The Estates

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