

**MINUTES OF THE
ASBURY ATLANTIC, INC.
MEETING OF THE BOARD OF DIRECTORS**

FOR PUBLIC POSTING

October 21, 2020

Asbury Atlantic, Inc. is a not-for-profit, tax-exempt corporation. Our charitable purpose is to create services for older adults that enhance the value of the entire span of life. The Asbury organization provides housing, healthcare, and other services to residents of its continuing care retirement communities, with a sense of financial security through our benevolent care program. Our charitable purpose and faith-based heritage guide our decisions and direction as we serve our residents and future generations of seniors. Asbury also reaches out to individuals and other organizations serving older adults in the communities in which its communities exist.

MEETING ATTENDEES

Board of Directors, attending		
Jeffrey Ernico, Chair	Louis Grammes	Carolyn Stamatakis
Sue DaCamara	Richard Findley	
* Attended as indicated		
Board of Directors, absent		
Staff		
Todd Andrews, President CCRC Division	Henry Moehring, VP of Healthcare Svcs & Ops	
Kim Ehrenfried, VP & Controller*	Salome Nengean, Staff Counsel	

Note: the meeting was held via teleconference due to COVID-19 pandemic.

ITEM: CALL TO ORDER/CONSENT RESOLUTION

The meeting of the Board of Directors of Asbury Atlantic, Inc. (“Atlantic”) was called to order by the Chair at approximately 10:20 a.m. Mr. Ernico offered a prayer.

The Chair then referred to the agenda and consent resolution contained in the Board packet for the October 21, 2020 Asbury Atlantic, Inc. Board of Directors meeting (“Board Packet”) and asked for a motion to approve.

The following motion was made, duly seconded and unanimously approved.

IT IS HEREBY RESOLVED that the following be, and they are hereby, adopted, ratified, and/or approved as applicable:

1. Set Agenda. *The agenda for the October 21, 2020 Board of Directors meeting as it appears in the Board Packet for the October 21, 2020 Board of Directors meeting.*
2. Approval of Minutes. *The minutes of the August 5, 2020 Meeting of the Board of Directors as it appears in the Board Packet, on Board Effect, for the October 21, 2020 Board of Directors Meeting (“Board Packet”).*

ITEM: OPENING REMARKS

The Chair remarked that WebEx is not as user friendly as other video conferencing tools and suggested that staff either work to improve WebEx’s usability or look for alternate video conferencing tools.

ITEM: FINANCIAL UPDATE & 2021 DRAFT BUDGET

The Chair recognized Ms. Ehrenfried to present the financial results. She referred to the detailed report provided in the Board packet but highlighted the performance of each Asbury Atlantic community.

Following her presentation, the Chair asked whether there were questions or comments. The Board asked whether the government funding received will have to be repaid or forgiven. Ms. Ehrenfried reported that although Asbury believes it meets the forgiveness requirements; the process for applying for forgiveness has not opened yet; Asbury will apply for forgiveness as soon as the process opens up.

Kim Ehrenfried Departed the Meeting

2021 Draft Budget

Ms. DaCamara provided an overview of the 2021 budgeting process, the assumptions that the Audit & Finance/Investment Committee is using in the draft budget. She noted that those assumptions along with a draft 2021 budget will be presented to the Asbury Communities Board of Directors for approval in December.

ITEM: EDUCATION TOPIC

Programs, Services & Leveraging Technology in a COVID World

The Chair acknowledged Mr. Andrews and Mr. Moehring to lead the Board through the education topic. Mr. Moehring began by noting that currently Asbury is considering amenities and programs that can be safely reopened within the guidance that the various regulatory bodies allow. He mentioned several challenges, including the challenge that many of the spaces on campuses were not built to accommodate small gatherings but in large spacing to allow for proper distancing.

Finally, he reported on the efforts to make sure communication is efficient and reaches all the stake holders in a timely manner. He also provided examples of the team's innovative thinking that has accompanied the reopening and programming across the system.

Next, Mr. Andrews provided an update regarding the ways in which technology is being used across the system to meet various needs. He noted that most of the programming that has so far been reopened has been enabled by technology. He provided several examples of the kinds of technologies that are being used, where each is in implementation stages, the efficiencies that have been gained, and the ways in which innovation continues to happen and new opportunities realized.

At the conclusion of both comments, the Chair asked whether there were questions or comments.

ITEM: OPERATIONS AND QUALITY UPDATE & Q3 RESULTS

The Chair again requested that Ms. DaCamara present the operations and quality update. She presented as follows:

General Remarks

Ms. DaCamara noted that she has been focusing more on strategy, as a result, the Board will hear more from Mr. Moehring on operations than from her.

Quality Report

Ms. DaCamara provided the quality report by noting that no new appointments of Nursing Home Administrators are needed for any of the Atlantic communities. She also reviewed the five-star ratings of the Atlantic communities included in the Board packet. She highlighted the communities that have had a drop in their star ratings and explained the impact of CMS formulas that create the drops that occurred.

Mr. Moehring provided further context in the ways in which CMS freezes and unfreezes data and the ways in which that approach affects overall star ratings. Finally, he reviewed the checks and balances and new processes that have been put in place to avoid drift, optimize documentation procedures to ensure that proper and timely documentation is provided to CMS.

Ms. DaCamara reviewed the three (3) Year Rolling Trend Five Star Dashboard which was also provided in the Board packet. Then, she reviewed the regulatory surveys and noted that during the third quarter, there were no negative survey outcomes from complaint, infection, or other surveys.

Regarding Quality Assurance and Performance Improvement (“QAPI”), she reported that per CMS guidance, the regulatory QAPI requirements were modified to allow for narrowing of the scope of the QAPI programs to focus on adverse events and infection control. The purpose of this is to ensure the focus was on aspects of care delivery most closely related to COVID-19. Teams will now be transitioning back to the comprehensive QAPI program, while still maintaining a strong focus on infection prevention. Mr. Moehring then provided the Board with further information regarding the areas of special focus.

COVID-19

Ms. DaCamara referred to the detailed report in the Board packet and noted that the updates will focus on the following: testing, infection control, regulatory compliance, and reopening; the other areas included in the report have already been covered in other areas of the agenda.

Mr. Moehring reported on the testing procedures and noted that Asbury continues to test based on the regulatory guidance; some communities are testing weekly and others monthly, again based on regulatory guidance. He provided the Board with the total number of COVID-19 tests performed and a positivity rate of 0.5 percent, the national average being eight percent (8%), among residents and associates. He credited that success to the investments and the work and diligence that has been put into processes, procedures in ensuring the health and safety of all residents and associates.

The Board asked that this data point be shared and communicated across the system.

Mr. Moehring also provided an update on the state of the PPE availability, the supply chain disruptions, and the continued work of creating a system strategic stockpile in anticipation of another wave of COVID-19 this fall.

Regarding infection control, Mr. Moehring credited the work of Martha Gurzick, Director of Clinical Education, along with infection preventionists in ensuring that the work is done in the healthcare centers and in the assisted living communities.

Mr. Moehring provided the regulatory update and noted that CMS has informed Asbury of its partners for the COVID-19 vaccine and has asked Asbury to sign up with one of the vendors for the vaccine administration. He noted that staff have reached out to one of the vendors and made arrangements for administration of the vaccine at Asbury communities when it becomes available.

Marketing Report

Ms. DaCamara referred to the detailed report provided in the Board packet but highlighted the occupancy challenges that are being experienced across the system. She then asked Mr. Andrews to provide the Board with further context. Mr. Andrews provided his observations and noted that although Asbury is doing well in its COVID-19 testing positivity rates and other measures, people

are still afraid and are choosing not to make the decision to move to a community. Those factors have created occupancy challenges. He noted that sales teams are informing prospects that Asbury communities are the safest places to be, have low positivity rates, and many of the other advantages of living on one of Asbury campuses but it takes time for prospects to buy into that message.

Strategic Plan Goals and Update

Ms. DaCamara reported that the provider of choice aspect of the strategic plan has been hampered because the company that is used for surveys has severely limited its survey capabilities; as a result, the kind of survey that will need to be done to benchmark goals is unavailable. However, she noted that many residents and their families have provided ample positive feedback which is included on the communities' pages and in other forms of communication.

She reviewed the star rating goals, also included in the Board meeting packet, and pointed out the goals that have been temporarily put on hold. She concluded that person-centered care continues although it is being done differently.

ITEM: MASTER PLANNING UPDATES

Ms. DaCamara refreshed the Directors' memories regarding the master planning that was previously presented and noted that although that initial plan is on hold, some work is still being done; for example, a market study to see what impacts COVID-19 has on the plan. She invited Mr. Andrews to share more. Mr. Andrews reported on some of the work that is being done related to master planning, the new factors that are now being considered, and the market as it now exists.

ITEM: OTHER ITEMS

The Chair asked whether there was further business to come before the Board. The Directors shared their appreciation of the staff for the work that is being done to keep residents and associates safe and for the materials provided for the Board meeting.

ITEM: ADJOURNMENT

The meeting was adjourned at approximately 12:15 p.m.