

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

February 7, 2024

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	Barbara Harbison	Efonda Sproles
Richard Shuman		
Board of Directors, absent		
none		
Staff		
Todd Andrews, President, Community Living Division	Terra Bennett, Administrative Services Manager for minutes	
Andrew Jeanneret, CFO	Kim Ehrenfried, Comptroller	

Note: The meeting was held in person.

ITEM: CALL TO ORDER: (5 minutes)

The meeting of the Board of Directors of Asbury Atlantic, Inc. (“Atlantic”) was called to order by Mr. Jeffrey Ernico at approximately 4:15 p.m. Mr. Shuman offered a prayer.

Mr. Ernico referred to the agenda and consent resolution in the Board Packet for the February 7, 2024, Asbury Atlantic, Inc. Board of Directors meeting (“Board Packet”) and asked for a motion to approve.

The following motions were made, duly seconded, and 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 February 7, 2024, Board of Directors meeting as it appears in the Board Packet.
2. Approval of Minutes. The minutes for the December 6, 2023, Meeting of the Board of

Directors as it appears in the Board Packet.

ITEM: FINANCIAL REVIEW: (15 minutes)

Ms. Ehrenfried began the financial review by discussing the preliminary 2023 year-end results. She noted that the audit will be concluded by the May meeting and final numbers will be shared. Ms. Ehrenfried reviewed the preliminary balance sheet and income statement and highlighted the following:

- An increase in investment income from 2022 to 2023
- Net Atlantic operating revenue includes about \$3.2M in government funding.
- Preliminarily, Asbury Atlantic finished the year at an operating ratio of 94.1% compared to a budget of 96.9%, with a favorable variance of \$4.5M.

Next, Ms. Ehrenfried discussed the cash flow from the entrance fees and stated that amounts are favorable to budget by approximately \$3.1M.

The group discussed why government funding was higher at BV than AMV, primarily due to what FEMA provided relief for. In our case Agency labor at Bethany Village, where we do not utilize any agency labor at AMV.

ITEM: OPERATIONS REVIEW: (25 minutes)

Mr. Andrews began the operations review by sharing the following star ratings:

- AMV – 5 stars
- AS – 5 Stars
- BV – 5 Stars
- SH – 4 Stars

Then, he discussed that all NHA positions are filled, and our AIT (Administrator in Training) will finish in July 2024, resulting in a new licensed Nursing Home Administrator. Mr. Andrews discussed short and long-term stay measures. He also explained that Asbury is converting to a new electronic health record, which will facilitate addressing quality measures more efficiently. The Quality Assurance Performance Improvement monthly meetings will continue to address Performance Improvement Plans and comparison focuses.

Next, Mr. Andrews discussed end-of-year occupancy and compared Asbury to the industry averages. He highlighted the occupancy areas of focus for 2024. These include AMV Residential Living and Asbury Solomons Skilled Care unit specifically.

Mr. Andrews further provided the following updates about the Strategic Blueprint:

Goal 1: Operation Margin Achieved

- The target is a 96.9% Operating Ratio, and the actual is 94.1%.

Goal 2: Employee Turnover Rate (For Atlantic Communities)

- As of 12/31/23: 36.93% in 2023 vs 38.01% in 2022

Goal 3: Cognitive Brain Health Program/Well-being

- EngAge Well and Kinnections Brain Health are implemented in all communities, and both

programs are progressing as scheduled. There are Brain Health coaches at BV, SH, and two at AMV. Mr. Andrews stated that his goal is to have the number one Brain Health program among not-for-profit senior living communities. Additionally, operations leaders will be looking to potentially create a day program for individuals with cognitive challenges.

Lastly, Mr. Andrews discussed operations' areas of focus for the first quarter of 2024:

- New Electronic Medical and Health Record PointClickCare Implemented (Feb. – Aug.)
- Resident Satisfaction Pulse Survey (February Release)
- Focus to enhance communications with associates and residents.
- Evolving Asbury Place under new management agreement with MFA TN Holdings
- Onboarding Grace Park and Ivy Gables to the Asbury platforms and processes
- Continue Well-being evolution and programming. Specific focus on Dementia Care Programming
- New Falls Collaborative pilot with Caring Communities

ITEM: EDUCATION: SPONSORED LEGISLATION FOR 2024 & Our Review: (35 Minutes)

Mr. Andrews discussed new legislation being proposed in both the House and Senate in State of Maryland and Asbury's position on both. We expect to engage in conversations with all 34 CCRC's in Maryland along with bill sponsors and MACCRA leadership to find areas for alignment. Updates as process and conversations occur will be sent to the Board.

ITEM: ADJOURNMENT

The meeting was adjourned at approximately 5:45 p.m.

Todd Andrews, President Community Living Division