



## WESTMINSTER OAKS

4449 Meandering Way, Tallahassee, FL 32308  
850-878-1136 • Fax 850-942-4924 • [www.WestminsterRetirement.com](http://www.WestminsterRetirement.com)

June 1, 2006

Agency for Health Care Administration  
ATTN: Barbara Dombrowski, Contract Manager  
2727 Mahan Drive, MS #51  
Tallahassee, Florida 32308

RE: AHCA Funding Agreement No. AFA07

Dear Barbara:

This letter serves as the final report on Florida's first wheelchair buffet. Again we hope that you are pleased with how grant dollars are being utilized as we seek to better serve the residents of the State of Florida. We remain convinced that the positive outcomes will be evident and that this program will be considered by other nursing homes as well as the Agency to be an example of "Best Practices" and a model for the long-term care industry.

Part of the agreement stated in the State of Florida, AHCA Funding Agreement, Project Work Plan, Attachment A, Section B, Reporting, was that Westminster Oaks send quarterly reports to the Agency beginning September 1, 2005 and a final report on June 1, 2006. The following areas were identified as a minimum by the Agency where specific information was to be reported:

- Increases in food intake
- Decreases in weight loss
- Decreases in food supplements
- Decreases in food costs
- Resident Satisfaction
- Staff Satisfaction

Beginning September 1, 2005, baselines were established as a means for comparison throughout the year.

### **Increases in Food Intake:**

Meal Percentages are calculated and documented daily by the Westminster Oaks Health Center nursing staff. To establish baseline data, an audit of resident charts by the Certified Dietary Manager revealed an average intake of 60% for the quarter prior to the implementation of the wheelchair buffet. A comparative report to the baseline data reveals that as of the final report, meal percentages have increased to 88%. This is an increase of 28% from the baseline. Any raw data will be available for your review upon request.



One of the Westminster Communities of Florida  
Bradenton, Ft. Lauderdale, Ft. Walton Beach, Jacksonville, Orlando, Pensacola, St. Petersburg, Tallahassee, Winter Park

**Decreases in Weight Loss:**

Unplanned Significant Weight Change information is gathered bi-weekly, which does not include residents with end-stage diagnoses or receiving Hospice Care services. The average weight loss was 3% for the quarter prior to the implementation of the wheelchair buffet. A June 1, 2006 comparative report to the baseline data reveals weight loss at .05% for the prior quarter. This is a decrease in weight loss of 2.95% from the baseline. Any raw data will be available for your review upon request.

**Decreases in Food Supplements:**

Food Supplement costs are based on the following accounts: Billable and Non-Billable Supplies. Based on General Ledger reports for Westminster Oaks, Food Supplements averaged \$1375.20 per month for the quarter prior to the implementation of the wheelchair buffet. A June 1, 2006 comparative report to the baseline reveals supplemental costs averaged \$2525.00 per month. Supplement use has been attributed to response to lab values, wound care protocols, and med-pass protocols. Any raw data will be available for your review upon request.

**Decreases in Food Costs:**

Food costs are based on the following accounts: Meat, Dairy, Produce, and Grocery accounts. Based on Consolidated Statement of Operations, total food costs averaged \$68,488.79 per month for the quarter prior to the implementation of the wheelchair buffet. A June 1, 2006 comparative report to the baseline data that reveals raw food costs averaged \$67,789.49 per month, a reduction in food costs.

Westminster Oaks is a Continuing Care Retirement Community. All of our food is ordered and cooked in one central kitchen for all of the residents in the community including independent, assisted living and health center residents. It is difficult to see an actual decrease in food costs for health center residents because of the savings divided among all residents of the community. Therefore, the above amounts may not be a true reflection of the food costs in the health center only. However, it should be noted that although actual purchased food costs have generally increased in the region over the past year, our food costs have decreased while at the same time, increasing occupancy on the campus. Any raw data will be available for your review upon request.

**Resident Satisfaction:**

Resident Satisfaction surveys are conducted one time per year. The 2004 Westminster Oaks SNF Quality of Life Survey revealed the following results to the questions asked:

“I like the food served at this Health Center” at 87% satisfaction

“Food is served hot (or cold) enough” at 84% satisfaction

The 2005 resident satisfaction report asked the same questions and showed the following results:

“I like the food served at this Health Center” at 78% satisfaction

“Food is served hot (or cold) enough” at 89% satisfaction

A comparison of the two surveys reveals a decrease in resident satisfaction in the “I like the food served at this Health Center” category. We attribute this to a change in menus used.

There is an improvement in resident satisfaction in “Food is served hot (or cold) enough” category. We attribute this directly to the implementation of the wheelchair buffet.

Issues were addressed with the resident council last quarter to ascertain any dissatisfaction with the food being served. Per their recommendation, more fresh fruit, celery, carrot sticks, mandarin oranges, pickles, and olives were added to the buffet. Also we have stocked cans of chowder and various soup selections to nutrition rooms for 24 hour dining. Key staff have randomly sampled menu selections and reported their findings. Selected menu items have been offered during activity programs, and a rotating salad bar has been implemented.

Westminster Oaks Health Center residents were re-surveyed during the next quarter to determine if resident satisfaction had improved in the category “I like the food served at this Health Center.” The satisfaction scores did not improve, however, the same food is served to independent and assisted living residents, not including special diets, i.e. pureed items. Independent residents were surveyed in 2006 and reported a satisfaction score of 82% when asked to respond to the statement “Staff provides quality service and food”. Assisted living residents have not been surveyed yet this year.

**Staff Satisfaction:**

Nursing Home Staffing Reports are sent into the Agency as required. These reports provide both retention and turnover information which can be used as a measure of staff satisfaction. Nursing Home Staffing Report for Quarters Ending: December 31, 2004 and March 31, 2005, Sections B., and C., indicates staff retention and Section D., indicates staff turnover prior to the implementation of the wheelchair buffet.

These quarters were selected as baseline in order to provide comparison data for the same quarter of each year. The below comparative report is based on the most recent Nursing Home Staffing Report submitted to the Agency compared to the same quarter of the previous year.

Section B: The number of C.N.A.'s employed by Westminster Oaks dropped by one employee from December of 2004 to March of 2006. The number of licensed nurses dropped by 2 employees from December of 2004 to March of 2006. The Director of Nurses and Administrator did not change.

Section C: The number of C.N.A.'s employed for at least 12 months increased by 2 employees from December of 2004 to March of 2006. The number of licensed nurses increased by 1 employee. The Director of Nurses began in September of 2004 and there was no change in Administrators.

Section D: The number of C.N.A.'s that were terminated or resigned during this comparison period increased from 4 employees to 8 employees. The number of nurses, the Director of Nursing, and Administrator were unchanged.

Our own internal documents for the last year reveal retention rates this year of 80% in the entire nursing department; this includes administration and direct care employees. Turnover rates are reported at 26% for the nursing department. We believe this is a high retention rate for the health care industry.

Again Westminster Oaks is pleased to be the recipient of grant funding and we believe this innovative program has been a success over the past year. We also believe the wheelchair buffet will continue to be an enhancement to our residents' lives and a model for the long-term care industry.

Thank you for giving us this opportunity.

Sincerely,



Eric Haider, Cultural Change Specialist

WESTMINSTER OAKS

Comparison Data for Grant Funding of Wheelchair Buffet Program

	Baseline Date September 1, 2005		Final Report Date June 1, 2006
1) Increase in Food Intake			
Average 60 % per quarter		-	88% per quarter
2) Decrease in Weight Loss			
Average 3 % per quarter		-	.05 % per quarter
3) Food Supplements			
Average \$1,375.00 per month		-	\$2,525.00 per month
4) Decreases in Food Costs			
Average \$68,489 per month		-	\$67, 789.49 per month



# Nursing Home Staffing Report

For Quarters Ending: December 31, 2004 and March 31, 2005

Refer to section 400.141, Florida Statutes. Each facility must report to the agency information regarding staff to resident ratios, staff turnover, and staff stability on a semiannual basis or more frequently. Information must be legible. This form must be returned by April 15, 2005. If you are submitting On-Line do not return this form.

**Send this report to:**

Agency for Health Care Administration  
 Facility Data Analysis Unit  
 2727 Mahan Drive, MS 47  
 Tallahassee, FL 32308  
 Phone: (850) 922-6089; Fax (850) 922-2217

Nursing Home Name: WESTMINSTER OAKS Facility License Number: 1599096  
 Street Address: 4449 MEANDERING WAY City: TALLAHASSEE, FL  
 County: LEON Phone: (850) 878-1136 FAX: (850) 947-4924

For all the items below, only include CNAs and licensed nurses who provide direct patient care.

**A. Staff To Resident Ratio – Average Number of CNA or Licensed Nurse Hours Per Resident Per Day:**

Quarter	(a) CNAs (1 decimal place)	(b) Licensed Nurses (1 decimal place)
1. Oct-1-04 to Dec-31-04	<u>2.63</u>	<u>1.11</u>
2. Jan-1-05 to Mar-31-05	<u>2.62</u>	<u>1.12</u>

**B. Number of Staff Employed By This Facility (Non-Pool) on Each Date Below:**

Date	(a) CNAs	(b) Licensed Nurses	(c) DON	(d) Administrator
1. Dec-31-04	<u>68</u>	<u>36</u>	<u>1</u>	<u>1</u>
2. Mar-31-05	<u>69</u>	<u>35</u>	<u>1</u>	<u>1</u>

**C. Number of Staff Employed By This Facility (Non-Pool) for At Least 12 Months on Each Date Below:**

Date	(a) CNAs	(b) Licensed Nurses	(c) DON	(d) Administrator
1. Dec-31-04	<u>48</u>	<u>29</u>	<u>0</u>	<u>1</u>
2. Mar-31-05	<u>52</u>	<u>31</u>	<u>0</u>	<u>1</u>

**D. Number of Staff Employed (Non-Pool) During Each Quarter That Resigned or Were Terminated (do not include staff who left during an initial 3-month probationary period):**

Quarter	(a) CNAs	(b) Licensed Nurses	(c) DCN	(d) Administrator
1. Oct-1-04 to Dec-31-04	<u>4</u>	<u>1</u>	<u>0</u>	<u>0</u>
2. Jan-1-05 to Mar-31-05	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>

CONNIE CONBOY  
 Signature of Person Preparing Report  
CONNIE CONBOY  
 Printed Name

4/11/05  
 Date  
H.R. GENERALIST  
 Title



# Nursing Home Staffing Report

For Quarters Ending: December 31, 2005 and March 31, 2006

Refer to section 400.141, Florida Statutes. Each facility must report to the agency information regarding staff to resident ratios, staff turnover, and staff stability on a semiannual basis or more frequently. Information must be legible. This form must be returned by April 15, 2006. If you are submitting On-Line do not return this form.

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 Street Address: 4449 MEANDERING WAY City: TALLAHASSEE  
 County: LEON Phone: (850) 878-1136 FAX: (850) 878-1466

For all the items below, only include CNAs and licensed nurses who provide direct patient care.

**A. Staff To Resident Ratio – Average Number of CNA and Licensed Nurse Hours Per Resident Per Day:**

Quarter	(a) CNAs (1 decimal place)	(b) Licensed Nurses (1 decimal place)
Oct-1-05 to Dec-31-05	<u>2.63</u>	<u>1.10</u>
Jan-1-06 to Mar-31-06	<u>2.67</u>	<u>1.12</u>

**B. Number of Staff Employed By This Facility (Non-Pool) on Each Date Below:**

Date	(a) CNAs	(b) Licensed Nurses	(c) DON	(d) Administrator
Dec-31-05	<u>66</u>	<u>36</u>	<u>1</u>	<u>1</u>
Mar-31-06	<u>67</u>	<u>34</u>	<u>1</u>	<u>1</u>

**C. Number of Staff Employed By This Facility (Non-Pool) for At Least 12 Months on Each Date Below:**

Date	(a) CNAs	(b) Licensed Nurses	(c) DON	(d) Administrator
Dec-31-05	<u>55</u>	<u>31</u>	<u>1</u>	<u>1</u>
Mar-31-06	<u>50</u>	<u>30</u>	<u>1</u>	<u>1</u>

**D. Number of Staff Employed (Non-Pool) During Each Quarter That Resigned or Were Terminated (do not include staff who left during an initial 3-month probationary period):**

Quarter	(a) CNAs	(b) Licensed Nurses	(c) DON	(d) Administrator
Oct-1-05 to Dec-31-05	<u>6</u>	<u>1</u>	<u>0</u>	<u>0</u>
Jan-1-06 to Mar-31-06	<u>8</u>	<u>1</u>	<u>0</u>	<u>0</u>

CONNIE CONBOY  
 Signature of Person Preparing Report  
CONNIE CONBOY  
 Printed Name

4/10/06  
 Date  
H. R. GENERALIST  
 Title





