

Gold Seal Site Visit Report

Applicant: Village on the Green (VOTG)
515 Village Place
Longwood, FL 32779

Visit Date: 11/17/2022

Application Type: Renewal [Awardee since October 2002]

Panel Member: Dr. Kelly Smith

Resident Council President: Mrs. Tucker

Entrance Meeting

The following team members were present:

Name	Position	Tenure
Melissa Gale da Costa	Administrator	11 years
Nikki Ouazzani	DON	1.5 years
Taylor Spaulding	Executive Director	2 months
Regina Jones	MDS Coordinator	2.5 years
Yakini DeClouet	Social Services Director	2 years
Christopher Atkinson	Director of Rehab	8 months
Chris McCutcheon	Director of Culinary	2 years

Building

VOTG is a 45-bed facility and is part of a continuing care retirement community. Approximately 80% of their residents are short stay rehabilitation and 20% are long stay residents. The majority of VOTG's long stay residents have moved through their internal care continuum; however, they do have 2-3 residents that have been accepted directly from the community. They also have a secure memory care unit which serves as home for 18 residents. There are 4 semi-private rooms and the remainder are private. They are owned and managed by Lifespace Communities, Inc.

Consumer Satisfaction

Consumer satisfaction surveys are completed bi-annually. All residents I interacted with during my visit who were in the dining room and/or a common area appeared happy and were engaged either with other residents and/or a staff member. Mrs. Tucker (resident council president) explained to me that VOTG was a wonderful place to be. She felt that they listened to her and tried to fulfill any need that she had. She gave an example of how her personal

bathroom has been a challenge for her. For example, when wheeling up to the sink, the faucet was too short and she had to reach in front of her wheelchair to get her hands under the water flow. A CNA took it upon himself to order her an extender from Amazon in order to make the water flow closer to her without edging herself out of her wheelchair. During my visit, she also mentioned that she requested a clock be placed in the dining room so that residents could be on time if they had somewhere to be-either a social activity, rehab appointment, or family pickup. The team is currently working to fulfill this request and Mrs. Tucker is confident they will fulfill the request in a timely manner.

The secure memory care unit was phenomenal and not just the environment. I have never witnessed residents in a dementia unit who look so cheerful and relaxed. There was no restlessness, no one sitting off by themselves (except for a gentleman reading the newspaper). If I hadn't known that I was entering the space, I would not have guessed that there were cognitive deficits among them. I think this speaks highly to the commitment to engagement and care for these individuals.

Aesthetically, the environment was very calming and serene. A large activity room rested in the center of the unit. One resident had an entire nursery set up outside of her room for her pet "bunny" that she carried with her. The team also shared with me that one of the residents had been in Jurassic Park. On movie night they recreated a "red carpet event" for the premiere of the movie and he was the focal point. Another memory care resident was a retired nurse who worked at VOTG. During her time there, she bragged so much to her family about the quality of the facility that when she was diagnosed and needed to be placed for assistance, they could think of no place better for her. The staff engages her to assist with acclimating new nurses and their education, a role she takes very seriously.

Community and Family Involvement

Like the rest of the industry, VOTG's community involvement suffered during COVID-19. However, they are working to rebuild their existing programs and establish their new normal. In addition to 15 independent and assisted living residents who volunteer, they also have guests and family members from the community coming in to do special events which include musical programming, cooking demonstrations, exercise classes, Girl Scouts outings, various crafting projects and they have even held the wedding of a resident's son on campus because the father was unable to travel. They have an exercise class called "Sweating with Helen" which is led by a resident from the local community. They are currently welcoming back local high school students who also volunteered pre-covid during breaks and summer vacation to assist in the lifestyle department.

There is an immense spiritual presence in the community. While VOTG has a chaplain on staff, other local churches come and hold services, offer weekly communion, and provide volunteers to assist with Lifestyle activities. The Jewish Pavilion also visits for various activities and to lead Shabbat service.

Targeted In-Service

The needs for targeted in-service education are identified through their QAPI program, bi-annual customer satisfaction survey, and Guardian Angel Rounds (peer to peer support). In addition to those examples set forth in the application, two examples provided related to the need for additional customer service education and the revitalization of their care plan meetings. As with most of our industry, COVID brought many challenges including staff burnout. Leadership created a “Back to the Basics” training on customer service which focused on how staff could be the most hospitable hosts and teaching them to assume positive intentions of all. Most of all, this particular education focused on team empowerment to ensure residents experienced the highest satisfaction possible. Second, their care plan meetings were also revitalized. Using an interdisciplinary approach with the entire team, discharge status became the focus on day one for rehabilitation customers. Each member was present and there to respond to any questions someone may have rather than promising someone they would come back with an answer. They rotate care plan meetings and hold 2-3 per day to accommodate staffing needs.

Best Practices

When asked what they feel are their strongest attributes making them worthy of a Gold Seal Recognition renewal, I was told that they provide the care and environment you would want for your loved one. According to my interviews during the entrance conference, team members are “present” for one another to provide support and work together to make the residents as happy as possible.

Specific best practices related to residents include but are not limited to:

- The VOTG Culture Program was developed for lifestyle (a/k/a activities) team members to create a memorable experience for the residents. The program has five pillars which include: Thriving through teamwork, Delivering Personalized Experiences, Owning IT, Being Excellent and Learning and Growing to guide their actions daily. Multiple engaging memorable experiences were described during my visit including:
 - A group trip to Top Golf
 - A movie premiere night which honored a resident who was in the movie Jurassic Park. Staff rolled out the red carpet and simulated opening night.
- VOTG places a great emphasis on the importance of food as both a social event as well as a mechanism for good health. The center hired their Director of Culinary Chris McCutcheon from the hospitality industry (hotels and resorts) in order to mimic the fine dining experience you would get at a five star hotel. Under contract with Unidine, they have made a “fresh food pledge” meaning that all dishes are made from scratch using fresh, responsibly sourced ingredients for each meal. Understanding the importance of choice, all residents across the continuum, if physically able, are allowed to eat in any dining room. They utilize a meal tracking system connected to PCC which allows them to quickly identify any dietary restrictions should a skilled nursing facility resident end

up in the assisted living dining room. Regardless of where they choose to eat, VOTG can accommodate them and do so safely.

Orlando, the assistant culinary director, has been at the facility for 30 years. He is known to throw various types of parties and celebrations including special anniversaries and a unique New Years' experience for a couple that was celebrating their last together. Orlando came up with the idea when the wife expressed concern that her husband wouldn't make it to see the new year. After enjoying a special dinner together in their room with candlelight, flowers, and music, the gentlemen passed away the very next day.

Specific best practices related to team members include but are not limited to:

- A bi-annual satisfaction survey is given for team members to express feedback and concern about their work environment. This input is then followed upon my leadership to ensure staff feel they have been heard.
- An employee assistance fund is available to employees who need assistance. In the past, money has gone toward making mortgage payments and/or rent payments for a team member struggling.
- In addition to typical recognition events, VOTG also has a Spotlight Story of the Week where team members are recognized for going above and beyond their duties. A resident and/or team member can nominate the individual. Recognition is distributed to the entire team all the way up to ownership so everyone can see the dedication of the spotlighted team member.