

SHANNONDALE WEEKLY UPDATE

7/14/23

Proposed Increase in RN and LPN Salaries

The Human Resources Staff have completed a regional salary survey and prepared recommendations for significant changes to our wage and salary structure for RNs and LPNs. The recommended changes have been endorsed by management and will be presented to the Board of Directors for approval on July 18.

Subject to board approval, the proposed increases will be implemented effective with the first pay period beginning after July 31, 2023.

Weekly Dashboard

Total Occupied Units/Residents Both Campuses	Units or Beds	Week Ending						6-Week Trend
		6/9	6/16	6/23	6/30	7/7	7/14	
Independent Living-Units	337	314	315	316	317	317	316	Up
Assisted Living-Residents	89	45	45	45	45	46	44	Dn
Skilled Nursing-Residents	250	145	150	150	143	148	149	Up
Occupancy Rate (%) - Both Campuses								
Independent Living-Units	337	93.17%	93.47%	93.77%	94.07%	94.07%	93.76%	Up
Assisted Living-Residents	89	50.56%	50.56%	50.56%	50.56%	51.69%	49.44%	Dn
Skilled Nursing-Residents	250	58.00%	60.00%	60.00%	57.20%	59.20%	59.60%	Up
Total Full Time Equivalent Employees (FTEs)*								
Total			313.54		311.70		285.30	Dn
Regular			266.77		264.39		245.56	Dn
Total Premium			46.78		47.31		39.74	Dn
Premium								
Baylor Weekday			5.53		5.69		4.40	Dn
Baylor Weekend			18.46		17.78		17.53	Dn
Total Overtime			22.79		23.84		17.81	Dn
Incentive Pay								
Total Incentive Pay			\$14,453		\$17,653		\$23,970	Up

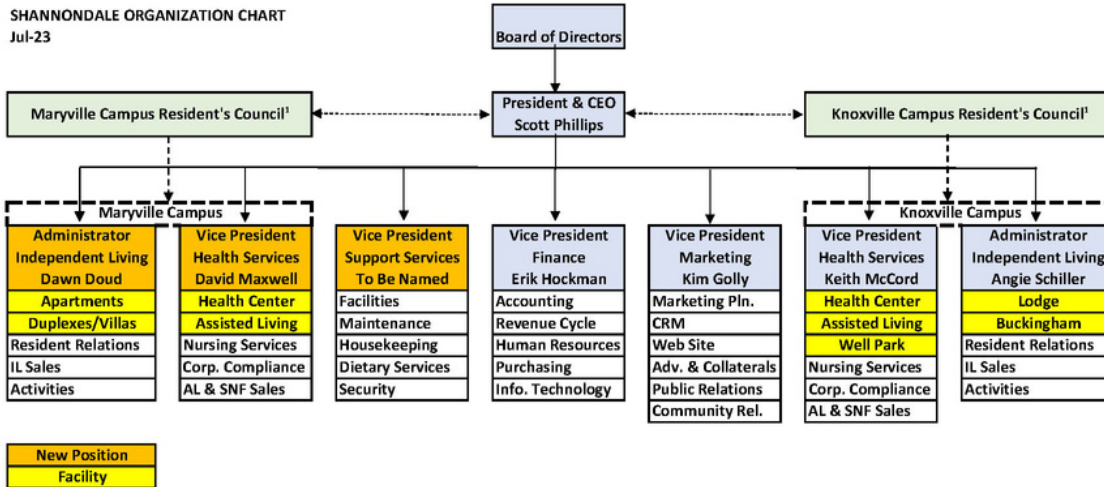
*Based on worked hours only

** Total Incentive Pay

Recent Accomplishments

1 Management Reorganization

Meeting is scheduled for July 18. A copy of the proposed agenda is included in this mailing.



1. Presumes the formation of a single elected Resident's Council for each campus responsible independent living and assisted living resident affairs.

2 Reduction in Force

Assuming Maryville approval by the Board of Directors, the reduction in force will be completed next week.

We have recently experienced a significant number of voluntary resignations. As a result, the number of affected employees will be far less than our original estimate of 50-70 staff members. As of Monday July 10, we have recorded 57 resignations since June 1, while welcoming 15 new hires. Consequently, our net reduction in staff currently stands at 42.

3 Ability to Pay Policy

The drafted policy is scheduled for presentation to the Board of Directors on July 18. Upon Board approval, the policy, along with suggested implementation guidelines, will be forwarded to a committee consisting of two representatives from each of the four independent living resident councils. The committee will review the policy and provide valuable input. It is anticipated to be effective August 1, 2023.

4 Wait List Town Halls

Two events have been scheduled for each campus during the second week of August 2023. Following each town hall meeting, Wait List Members, along with the independent living residents for the community, will be invited to a social gathering aimed at fostering connection. The event will offer a selection of cocktails, beer, wine, non-alcoholic drinks as well as light hors d'oeuvres.

Healthcare Management Partners, which is currently managing Shannondale, has agreed to sponsor both socials. Wait List Members may attend either or both events. Invitations will be mailed next week. Independent residents will receive announcements from their campus Activity Directors.

We elected to delay the meetings until August to provide sufficient time for us to complete the new monthly and membership fee schedules, as well as, revised resident agreements and the “Ability to Pay Policy.”

5 Resident Contracts

The digitization and inventory of all existing resident agreements for Independent Living residents have been completed, forming the foundation for the revision of the proposed monthly fees. The revised monthly fees will be presented to the Board of Directors for approval on July 18.

Following approval of the new monthly fee structure by the board it will be distributed to the four independent living resident councils, for comment and distribution.

A single, comprehensive template has been created by consolidating the six basic existing resident contracts. This template will be utilized by all Independent Living facilities across both campuses. The new template will be presented to the Board of Directors for approval on July 18.

Additional Items Accomplished this Week

6 Subdivision of the Knoxville Campus

In our efforts to subdivide the Knoxville Campus and facilitate the potential sale of the Healthcare Center and WellPark, we have finalized the specifications for road easements. These easements will ensure uninterrupted access through the newly divided parcel, allowing the healthcare center to maintain its connection to Middlebrook Pike from Buckingham, the Bungalows, and the Knoxville Assisted Living Facility. We would like to express our gratitude to the Buckingham Community Council for bringing this matter to our attention.

7 Knoxville Property Taxes

Following concerns raised by several Buckingham residents and Chrissa Loukas from WBIR, we have conducted a thorough review of unpaid property taxes relating to the Knoxville Campus. Our legal counsel has advised us the the Lodge property is exempt for city and county taxes, and as a result, we have intentionally withheld payment pending an ongoing appeal. However, it has come to our attention that we also inadvertently neglected to pay property taxes for the Buckingham homes and duplexes, as well. To rectify this oversight, we have promptly mailed checks today to cover the outstanding full amount of approximately \$150,000.

8 Increase in RN and LPN Salaries

Human Resources have completed a regional salary survey and have prepared recommendations for significant changes to our wage and salary structure for RNs and LPNs. The recommended changes have been endorsed by management and will be presented to the Board of Directors for approval on July 18.

Subject to board approval, the proposed increases will be implemented effective with the first pay period beginning after July 31, 2023.

9 Change in Vacation Accrual

Effective July 1, 2023, we have implemented a change in the way that allows employees to earn available vacation sooner. This change will not affect how much vacation will be available to an employee based on their position and years of service. This change and others will be published soon in a revised Employee Handbook.

Plans for Next Week

1 Board of Directors Meeting

Meeting is scheduled for July 18. A copy of the proposed agenda and list of directors is in this communication.

2 Reduction in Force

Next week, we will finalize the reduction in force process which we expect to implement during the next two weeks.

3 Policy on Resident Financial Screening

Shannondale is implementing a new policy on resident financial screening. This policy aims to assess the ongoing financial capabilities of our residents, both initially and periodically thereafter, to ensure they can finance the estimated cost of services throughout their lives.

The introduction of this policy is a necessary measure to safeguard Shannondale's ability to fulfill its service obligations to residents over the long term. By evaluating residents' financial circumstances proactively, we can effectively plan and allocate resource to meet their evolving needs.

4 Commence Recruitment of VP Support Services

The VP Support Services is a newly created executive position that does not serve as a replacement for any existing management role. This position will have responsibility for Facilities Planning, Maintenance, Dietary Services, Housekeeping, and Security for both Shannondale Campuses.

5 Framework for the Completion of Sales and Marketing Plan

This will be our first comprehensive path to develop a Sales and Marketing Plan for all services on the campus.

Plans for Next Week

6 Local Campus Town Hall Preparation

The local Campus Leadership Teams, David Maxwell, VP of Health Services and Dawn Doud, Administrator, Independent Living, Maryville Campus; and Keith McCord, VP of Health Services, and Angie Schiller, Administrator, Independent Living, Knoxville Campus; will begin soliciting resident input for planned local campus town hall meetings to be conducted at Maryville on August 2 and Knoxville on August 3.

These meetings will be conducted jointly by the two leaders from each campus to discuss resident concerns, opportunities, and upcoming plans. The meetings will be scheduled to be held every other month at each campus and will be open to all residents and their guests. Corporate officers will only participate as invited guests on specific topics. This will be the resident’s opportunity to talk with their local leaders in a public setting.

7 Board of Directors

Please see below our Board of Directors 2023:

Ms. Becca Criswell	Ms. Debbie Jones
Rev. Joe Colquitt	Mr. Charles West
Dr. Mike Dalton	Mrs. Sandy Martin
Ms. Suzy Garner Booker	Mr. Rick Shepard
Mr. Michael V. Miller	

[*More information \(Bio, contact, etc.\) on Board of Directors to come](#)

Presbyterian Homes of Tennessee, Inc.
Board of Directors Meeting
July 18, 2023

Proposed Agenda

1. Call to Order
2. Approval of the Minutes of the following Meetings:
 - a. Board of Directors, June 16, 2023
 - b. Executive Committee, June 30, 2023
3. Old Business
4. Amendment to the Corporate Bylaws to Permit:
 - a. The elected President of a Resident Council from each Campus operated by the corporation to serve, by position, as a full voting member of the Board, and
 - b. The formation of a Resident Council at each Campus operated by the corporation.
5. Approve a Standard Template for a Residency Agreement for all Residents admitted at either campus after July 1, 2023.
6. Approve a new resident monthly and membership fee schedule to be effective July 1, 2023.
7. Approve a revised monthly fee schedule for existing residents, effective September 1, 2023.
8. Review and approve the following Statements of Corporate Policy:
 - a. Requirement for Initial and Periodic Resident Financial Screening
 - b. “Ability to Pay” Policy, to assist existing or future residents who become unable to meet their financial obligations to the Corporation as they become due.
 - c. Changes in Employee Vacation Accrual.
9. Review and approve proposed changes in the Salary Structure for Registered Nurses (RN) and Licensed Practical Nurses (LPN) to be implemented commencing with the first pay period starting after August 1, 2023.
10. Legal Update:
 - a. Status of City and County of Knoxville Tax Appeal
 - b. Healthcare Center Subdivision
 - c. Todd Taylor Separation Agreement
11. Management Update:
 - a. Organization Structure
 - b. Reduction in Force
 - c. Financial Statements for the Month Ending May 31, 2023
12. Other Business
13. Adjourn

Resident News

For Resident News please submit to the following individuals by 1:00 PM Wednesday the week before publishing:

Knoxville

Angie Schiller

email: Angie.Schiller@ShannondaleTN.org

865.690.3411 Ext. 511

Maryville

Dawn Doud

email: Dawn.Doud@ShannondaleTN.org

865.982.4599 ext. 202

Employee News

We are happy to announce the promotion of Dawn Doud, who has been named the Administrator of Independent Living at the Maryville campus (includes the retirement center, homes, and villas), and Angie Schiller who has been named the Administrator of Independent Living at the Knoxville campus (includes The Lodge and Buckingham Homes and Villas). Congratulations to them on their achievements and promotion!

We also want to recognize Jane Finn, a long-time Shannondale employee who will retire after 39 years on Friday, July 21. Over her 39 years with Shannondale, Jane has held the roles of Activities Director (RH), Administrative Assistant for Administrator, Director of Social Services and Admissions (HCC, ALC, and WellPark), Office Manager (RH), and Office Manager (The Lodge). Thank you, Jane, for all your years of service to Shannondale's residents! We wish you all the best in your retirement.

For Employee News please submit to Linda by 1:00 PM, Wednesday the week before publishing:

Both Campuses

Linda Wolfenbarger

email: Linda.Wolfenbarger@ShannondaleTN.org

865.690.3411. ext. 113