

## **MINUTES**

### **MASONIC AND EASTERN STAR HOME OF NORTH CAROLINA INC**

**November 9<sup>th</sup>, 2024**

The Board of Directors of the Masonic and Eastern Star Home of North Carolina Inc. convened its regular session at 9:00 am on Saturday November 9<sup>th</sup> 2024.

#### **MESH BOARD MEMBERS PRESENT**

Mr. Gene Jernigan, Chairman; Mr. Robert Rideout, GM; Mr. Steve Norris, DGM; Mr. Tommy Mills, Mr. Edward Johnson, II; Mr. Joey Transou, SGS; Mr. Randy Browning, III; Mr. Bryant Webster, Mr. Rick Patton, Mrs. Amy Jo Fischer Hoth, WGM; Mr. Dennis Edwards, WGP; Mrs. Norma Underwood, AGM; Mrs. Linda Burris, Mr. Allen Hughes, Mrs. Linda Bonner, and Mr. David Griffith, Mrs. Debbie Owen, PGM

#### **MESH BOARD MEMBERS ABSENT**

Mr. David Sawyer, Mr. Edward Earl Wells

#### **ALSO PRESENT**

Mr. Mark Lewis, Executive Director; Mrs. Archana Patel, Executive Assistant; Mrs. Tracy Armwood, Director of Human Resources; Mrs. Nikki Stafford, Director of Financial Services; Mr. Josh Hillegass, Administrator; Mrs. Debi Bryant, Director of Sales and Marketing; Mrs. Gina Prevost, Director of Community Life Services; Mr. Robert Reese, Director of Environmental Services; Mr. Ray Robinson, Assisted Living Manager; Mrs. Misty McAden, Chaplain; Mrs. Meghan Langlois, Recruiter; Mr. Jacob Elliott, Life Care Services; Mrs. Marie Dunn, LCS Regional Sales and Marketing Director; Mr. George Troxler, Resident; Mr. Gary Wegner, Resident; Mr. Ted Dresie, Resident; Mr. Robert Vinroot, Resident; Mr. Bob Dellorfano, Resident; Mrs. Phyllis Jones, Resident; Mrs. Donna Newton, Resident Council President; Mrs. Jo Ann Cox, Resident; Mr. Jimmy Dowless, Resident; Mr. Allan Greenstein, Resident; Mrs. Stuart Brownlee, Resident; Mrs. Lori Adams, GC; Mr. Alvin Billings, GRM; Mr. Philip Johnson, JGD; Mr. Michael Register, SGD; Mr. David Cashion, JGS; Mr. John Burns, NCMF Chair; Mrs. Linda Hyatt, Mr. Jimmy Hyatt, Mr. Steve Owen, Committee on WhiteStone; Mr. Ray Kivett, Committee on WhiteStone

## **INVOCATION**

Mrs. Misty McAden, Chaplain, led the invocation.

## **CALL TO ORDER**

Chairman, Mr. Gene Jernigan called the meeting to order at 9:00 am. A quorum was present.

## **MEETING MINUTES / BOARD COMMUNICATION**

**Motion: It was moved, seconded, and approved by majority to accept the minutes for the Regular Board Meeting August 10<sup>th</sup>, 2024.**

## **COMMITTEE REPORTS**

### **Long Range Planning Committee**

Mr. Gene Jernigan introduced Mr. Joey Transou, Chair of the Long-Range Planning Committee. Mr. Joey Transou remarked about the completion of the expansion project and focus now shifts toward the next phase. This includes a conversation with the NC Masonic Foundation to transfer properties to WhiteStone. The Long Range Planning Committee will soon begin to meet and review the Master Plan.

Mrs. Debi Bryant, Director of Sales and Marketing, provided an update on sales and marketing. Mrs. Bryant expressed great excitement reporting to the board today, her first as the Director of Sales and Marketing for WhiteStone. Education based marketing toward leads and prospects continues as well as nurturing of those already on the waiting list, which continues to grow. This morning, WhiteStone is 95% occupied and 98% sold in independent living. We welcomed sixty new residents to the community in 2024. Nine of these new residents came to campus through independent living with the goal of moving to assisted living. Occupancy across campus, and all levels of care, is trending upward. The current waitlist includes one hundred and thirteen seniors looking to move into an IL residence. This number has grown by sixty-four in 2024.

Mrs. Marie Dunn expressed pride in the work of the WhiteStone Sales and Marketing Team. Additionally, WhiteStone has made great progress with the communities online reputation. Which currently sits significantly above the average rating for senior living communities.

Mr. Gene Jernigan expressed appreciation for the Team at WhiteStone and the tremendous progress that has been made to improve occupancy across campus.

Mr. Mark Lewis expressed appreciation to the board for its vision and determination in creating the master plan we are now seeing come to fruition. Additionally, there are a couple of warranty items outstanding from the project. They include the replacement of a tree, repairing some cracked concrete, and resolving some humidity issues that currently exist in some IL West apartments.

### **Finance Committee**

Mr. Gene Jernigan introduced Mr. Steve Norris, Chair of the Finance Committee. Mr. Steve Norris commented about a meeting of the committee to review the proposed budget for 2025, where members also discussed the properties currently owned by the NC Masonic Foundation, Spring Garden Coapman Properties, LLC. Upon the recommendation of the Director of Finance, Mrs. Nikki Stafford, it has been agreed that members of the WhiteStone Leadership Team, and the NC Masonic Foundation, will work to determine the feasibility of transferring those properties to WhiteStone, and what that transfer may include, into the 2026 operating budget. The Finance Committee voted to approve the operating budget that will be presented to the board.

Mrs. Nikki Stafford, Director of Financial Services, was introduced to report on community finances through September 30, 2024, based on unaudited financials.

#### **Net Operating Income (NOI):**

September closed with a Net Operating Income of 457k, on a budgeted loss of (885k) for a positive variance YTD to date of 1.3M

#### **Operating Revenues:**

- Revenue is over budget by 1.3Mk
- IL revenue is exceeding budget by 962k
- HC revenue is exceeding budget by 764k
- ALMC revenue is under budget by (614k)
- Home Health revenue is under budget by (153k)
- Other revenue is over budget by 361k due to interest income and contributions.

#### Operating Expenses:

- Operating expenses were under budget by 22k
- General Administrative and Plant Operations are over budget for quarter
- While Assisted Living was under budget on revenue the department was also under budget on expenses, however the department has a net combined loss of (384k)

#### Debt Covenants:

- Q3 covenants -- DCOH is 266 at year end (covenant is 150) and DSCR is 6.34 (covenant is 1.20). Please note that our DSCR Max Annual Debt Service requirement will increase from 1.4M to 5.1M the year following stabilization / 90% occupancy. Currently WhiteStone would still pass the covenant under this requirement as well.

#### Accounts Receivable:

- Days in AR started the year at 26.8 and at June 30 was at 25.1 and at Sept 30<sup>th</sup> it was 26.1 LCS's goal is 18
- Over 90 days accounts in the HC is primarily Private Pay and Medicaid.
- Over 90 days total AR for the community started at 33% and is at 27% at June 30<sup>th</sup> and at 35% as of Sept 30<sup>th</sup> on a goal of 15%
- Medicaid over 90 is all related to pending applications.

As reported at the last board meeting, WhiteStone had nine Medicaid pending applications. Of those we received approval on three. There are two applications I'm working to get approval on and I'm hopeful we are close. Two applications (which are spousal) will need to be refiled but I've had to reach out to gather documents from pension companies. We will be completing Unmet Medical Needs Agreement for the majority of these, but I have to have approval on them first.

We did engage with a new collection company and have about seven accounts that will be turned over to collections.

In assisted living, a Delinquent Account balance of 31k was collected in July and put on auto draft moving forward. I have also spoken with the resident about when finances will run out and stocks will need to be sold etc.

#### Other items to note:

Tracy Armwood, Mark Lewis, and myself along with George Marut representing the NC Masonic Foundation, Kevin Otis and LuAnne Clark for the Masonic Home for Children at Oxford, met on 11/6/2024 to discuss the Request For Proposal (RFP) responses with Veronica Bray, a consultant hired to manage the RFP process for retirement plan advisors. There are four advisors that were discussed. Tuesday 11/12 the group will meet internally to discuss if all four

or only three will be asked to present to the group in-person on December 3<sup>rd</sup>.

Mr. Mark Lewis, commented to the investment statements, contained in tab 3 of the packet. During the previous board meeting, it was recommended that the Department of Insurance Fund be reviewed by the Finance Committee to determine if action should be taken to realign the account to the preferred allocations. The committee did meet and recommend a rebalance of the account, which was followed by the Director of Financial Services. Given the current market volatility, the account remains out of balance.

Mr. Allen Hughes recommended that given the political climate, the board wait until the next board meeting before making any additional suggestions related to the investments.

Mr. John Burns, Chair of the NC Masonic Foundation, recommends that as long as the group has acknowledged the accounts are out of balance, he too recommends waiting until the political environment settles after the elections.

**Motion: It was moved, seconded, and approved by the majority that the board does not take action to rebalance the investment accounts at this time, but that we stay the course and the Finance Committee continue to monitor these accounts until the February Board Meeting, and if necessary meet and rebalance the allocations.**

Mrs. Nikki Stafford next presented to the board the 2025 Operating and Capital Budgets. Prior to the presentation, Mrs. Stafford highlighted the efforts to remain competitive within the market, with significant efforts to evaluate competitor pricing as well as a thorough analysis of internal cost.

### **2025 Budget Highlights and Notes**

- First Person Monthly Fee Increase – 5%
- Second Person Monthly Fee (SPF) – Increase to Raise all SPF to \$1,000 for current residents
- Assisted Living Monthly Fee Increase – 4%
- Memory Care Daily Fee Increase – 4%
- Health Center Private Pay Daily Fee Increase – 5%
- Health Center Semi-Private Daily Fee Increase – 12% (rate comparisons were done and given the data, there was opportunity to increase Semi-Private Billing Rates)
- Independent Living Census is budgeted at 93% occupancy

- Health Center Census is budgeted at 90% occupancy
- Assisted Living Census is budgeted at 85% occupancy
- Memory Care Census is budgeted at 70% occupancy
- Employee Annual Wage Increase – 3.25% (please note that a few positions will receive a wage adjustment for market rates)
- Entrance Fee Increase – 3.75%
- Net Operating Income – 751k which is a 3.0% margin. 2024 is projected to have a 2.7% margin, outperforming the budget with a projecting NOI of 628k
- Capital Improvements (CAPEX) is budgeted at 2.47M, largely due to the major projects below that represent 69% of total CAPEX
  - o Buffet Room Remodel -- \$601k
  - o Generator (2nd ½ of payment) -- \$250k
  - o IL unit remodels – \$720k
  - o HC nurse call system upgrade -- \$135k

Mrs. Nikki Stafford reported that the 2025 operating budget as presented was tested and does allow WhiteStone to meet our debt service coverage ratio.

**Motion: It was moved, seconded, and approved unanimously, the 2025 Operating and Capital budgets as presented.**

Mr. Gene Jernigan expressed the upmost confidence in the Team at WhiteStone to control expenses and manage to the budget while continuing to provide a quality service to our residents.

### **Charity Committee**

Mr. Gene Jernigan recognized Mr. Mark Lewis to provide an update on charity.

Through September, our charity has totaled 923,516, which is under budget for the year by 49,798. Compared to this time last year, charity care is down 140,377. The Fraternal Friendship Program (formerly Masonic and Eastern Star Outreach Program) has accounted for approximately 84,975 in charity care through September, which is under budget by 32,025.

At present we are providing long-term financial assistance to seven (7) fraternal members through the Fraternal Friendship Program and fifteen (15) WhiteStone residents. This includes eleven (11) members residing in our independent living, three (3) in assisted living, and one (1)

in memory care. With support from the NCMF, two members were recently approved for assistance in moving into independent living. There are additional applications being processed for assistance by the Director of Fraternal Friendship, Jenna Grant.

Also contained in tab 4 is the summary of contributions through the 3rd quarter of 2024. Donations totaled \$1,344,947, which was better than budget this year by \$146,261, and up from this time last year by \$37,150. Major contributions YTD are highlighted in yellow, including the 4th quarter hardship reimbursement for 2023, 1st and 2nd quarter hardship reimbursement for 2024, a gift from the OES Foundation toward the capital campaign, and the RUCK fund.

Board member donations through September (as reported in tab 4) totaled \$7,560, with forty-seven (47) donations received by seventeen (17) board members. This time last year, donations totaled \$21,752 with forty-nine (49) contributions from fourteen (14) board members. As reported in the packet, board member donations to WhiteStone's general operating fund totaled \$7,135, and campaign for WhiteStone at \$425.

Mr. Gene Jernigan thanked the members of the Board for their contributions and encouraged those that have yet to donate to the general operating fund in 2024, to do so, in order to reach the board goal of 100% participation.

### **North Carolina Masonic Foundation**

Mr. Gene Jernigan recognized Mr. John Burns, Chairman of the North Carolina Masonic Foundation Board, for remarks.

### **Capital Campaign Celebration:**

We are thrilled to report that the Capital Campaign Celebration, held on October 5<sup>th</sup> 2024, was a resounding success. The event honored our major donors and celebrated the collective efforts that drove our campaign to completion. Attendees enjoyed a delightful luncheon, engaged in meaningful conversations with leadership, toured newly renovated areas, and participated in a heartfelt unveiling ceremony that recognized the invaluable contributions of our supporters. Feedback was overwhelmingly positive, with everyone enjoying the festivities and taking pride in the shared accomplishments of our community.

### **New Planned Fundraising Initiatives:**

Pending Board approval at the upcoming January 2025 meeting, NCMF is preparing to embark on an exciting new fundraising program for MESH/Fraternal Friendship, projected to launch in

February 2025. Our team has crafted a comprehensive plan and strategy for this program, which will be presented for final review and endorsement. This program aims to further extend our outreach and support for MESH, with the goal of building lasting support across our community.

### **MESH Education and Donor Alignment:**

The MESH initiative continues to gain momentum as we educate our lodge members on its purpose and mission. We are actively engaged in confirming lodges preferred areas of support to ensure their charitable contributions align with MESH's goals. For lodges expressing alignment with MESH, we are facilitating the correct designation of donations to reflect their chosen areas of impact. This ongoing outreach is building strong relationships and reaffirming our shared mission within the organization.

Mr. Gene Jernigan expressed gratitude for the enduring support from the North Carolina Masonic Foundation.

Due to the full schedule of events for the Grand Master on this day, Mr. Gene Jernigan offered an opportunity for remarks. Grand Master, Mr. Robert Ridout, remarked about the call and response for the fraternity this year being a call of action, Together We Rise. Recognition, Innovation, Structure, Every day. Mr. Robert Rideout added that his preference is an organic bottom-up strategy to help us achieve some remarkable objectives in the coming year. Together We Rise has taken on several meanings throughout the state, such as the lodges in the western part of the state as they look to recover from the devastation. The Masonic Home for Children at Oxford, and WhiteStone, are dependent on the Grand Lodge and the ability of our NC Masonic Foundation to flourish. We are all supportive and dependent upon each other. Lastly, Mr. Robert Rideout expressed appreciation for being a part of the great things that are going on at WhiteStone.

### **Resident Communication**

Mr. Mark Lewis directed the board to tab 6 of the board packet for minutes from committee meetings during the 3<sup>rd</sup> quarter.

Mrs. Donna Newton, Resident Council President, provided remarks to the Board of Directors. Mrs. Newton thanked the board members for being here today and for their service to WhiteStone. Mrs. Newton next introduced the residents that were responsible in the development and subsequent approval of the WhiteStone Employee Gratitude Initiative (WEGI).



The following currently serve on the WEGI Board: Mr. Ted Dresie, Board Chair, who also brought the idea forward initially, Mr. Jimmie Dowless, Mr. Walter Doughton, Mr. Gary Wegner, Mrs. Phyllis Jones, Mr. Allen Greenstein, and Mrs. Stuart Brownlee. Mrs. Newton expressed gratitude to those that worked diligently on the WhiteStone Employee Gratitude Initiative to support our amazing employees.

Mrs. Newton introduced Mr. Walter Doughton, resident of WhiteStone, for remarks regarding the WhiteStone Employee Gratitude Initiative (WEGI). Mr. Doughton reported that the campaign for 2024 started on November 4<sup>th</sup> and will run through the end of the month. The current donations to WEGI total sixty-five donations, sixty-two of them being residents, amounting to \$32,262. That is close to \$500 per contributor. Once the campaign window closes, WhiteStone will receive the total amount of contributions, which will be divided up by hours worked by each employee, and the employees will receive a check on December 16<sup>th</sup>. Following the check distribution, there will be a celebration, involving residents and staff, during a wine down in January. For those residents that have contributed there will be a raffle of some very nice, donated items. Mr. Doughton expressed appreciation to the Board for their support for the initiative. Lastly, the Board was asked to consider making a donation to WEGI.

Mrs. Nikki Stafford reported there is now an option online to make a donation to the WEGI campaign.

Mr. Gene Jernigan expressed gratitude for the efforts of the residents, and more specifically those serving on the WEGI Board, to recognize the amazing work of our employees.

### **Management Report**

Mr. Mark Lewis referred the board to tab 7 of the board packet for the management reports for the months of July, August, and September.

Mr. Mark Lewis reviewed the progress that has been made with the online reputation management. Year to date, WhiteStone has received seventy-three total reviews, with just 5% of those being negative. Most are being reported on Google, as well as Caring.com, and Indeed. The current reputation score for WhiteStone is 756, which is significantly higher than our score in 2023, which was 590. The best-in-class score for the industry totals 963, while the industry average score is 580. The average rating for the community, based on a five-point scale is 4.8.

Mr. Josh Hillegass was introduced to provide a report on the Health Center.

- CWC Census
  - We've seen continued consistency in the Care and Wellness Center occupancy rates. Especially over the past quarter, our team has done an excellent job of building and maintaining census, particularly focusing on our Short-Term Rehabilitation census.
- CWC Payor Breakdown
  - The year-to-date payor breakdown is currently on the screen for your review, but I'd like to speak specifically about the previous quarter's performance and our goals to maintain this performance throughout the remainder of 2024:
    - We have maintained an average daily census average of 81.09 (92.15%) for the previous quarter, along with seeing an increase in our Medicare / Managed Care Census of 29.45.
    - With the in and out that often comes with a Short-Term Rehabilitation program, I'd like to show my appreciation to our team for the improvements we've made in improving the consistency and performance that is so critical to our success.
      - To give context to this in and out, during this previous quarter, our Care and Wellness Center processed 92 admissions, cared for those residents, and facilitated 92 discharges.

#### AL/MC Census

- Assisted Living and Memory Care has continued to show month-over-month growth as we strive to build occupancy across all three levels. At this time, I'd like to provide Ray Robinson, Assisted Living Manager, with time to comment on the growth of Assisted Living and Memory Care.

Mr. Ray Robinson, Assisted Living Manager, was called upon to report on the progress being made with assisted living and memory care occupancy. As of today, the AL/MC is sold to thirty of the thirty-six apartments.

- HC Occupancy Trends 2024
  - This time last year, all three levels of care averaged an occupancy rate of 62.5%. As of today, we're averaging an occupancy rate of 88.0% and climbing. I want to give kudos to our teams both in the Health Center and Assisted Living / Memory Care for their dedication to furthering our mission and serving a greater population over this past year.

#### Staffing Update

- Open Positions
  - 1<sup>st</sup> Shift
    - Nurses: None

- C.N.A.s: None
- 2<sup>nd</sup> Shift
  - Nurses: 1 FT
  - C.N.A.s: 2 FT, 1 PT
- 3<sup>rd</sup> Shift
  - Nurses: None
  - C.N.A.s: None
- Our team has continued to make great strides in filling open positions. I'd like to give thanks to Tracy and the rest of the Human Resources Department for their dedication to sourcing and bringing candidates to WhiteStone, which has made this possible.

#### Clinical Updates

- Mock Survey
  - Our Mock Survey was completed from September 30<sup>th</sup> through October 3<sup>rd</sup> by Life Care Services Mock Surveyor. This survey was focused on the overall readiness of the community for our upcoming Annual Survey from CMS. This review included all departments, and it provided our team with a plan to address any potential areas of opportunity before our Annual Survey arrives. I'd like to share a few of these areas discuss our plan to address.
    - Our primary focus areas following the Mock Survey include our Infection Control Processes and Procedures, Bed Rails, As-Needed Medications, and Staff Competency and Training.
    - We've built individual plans for each of these areas and the others that were identified, but all of them include ongoing audits of identified areas, staff education, process updates and collaboration amongst our Interdisciplinary Team.
  - We look forward to addressing any potential opportunities for our goal of maintaining another year of successful survey.

#### U.S. News Best Nursing Homes

- WhiteStone was selected as a U.S. News Best Nursing Homes for Short-Term Rehabilitation in 2025.
- To be recognized as one of the 2025 U.S. News Best Nursing Homes, a home must have been "High Performing" in short-term rehabilitation, long-term care or both. Only 19% of 15,000-plus skilled nursing facilities rated by U.S. News meet that standard.
  - The Short-Term ratings are based on an assessment of 10 quality measures, using data from the federal government's Care Compare program. Those measures include staffing levels, medical outcomes and resident complaints.
- It is important in helping consumers make significant health care decisions.

#### 2024 LeadingAge Leadership Academy

- I wanted to thank the WhiteStone Board and our WhiteStone Community for their support and ability to be a part of the 2024 LeadingAge Leadership Academy.

- During my time in the Academy this year, I had the opportunity to participate in the following:
  - Leadership Theory (Discussions and Exercises that can be applied to real-world settings both within and outside of the aging services field)
  - Member Site Visits (Exposure to variety of housing and service settings and the people responsible for creating unique environments and programming across the full range of older adult services)
  - Leaders in Residence (Conversations with leaders in our field to provide insight into actions, beliefs, values, and goals that shape individual leadership styles)
  - Study Circle (Discussion and Exercises exploring gaps in our field from differing points of view, identifying areas of interest and generating ideas for action)
  - Action Learning (Individual project focused on the reflections gained from Academy Learnings, actions and hands-on experiences)
- It was an honor to represent WhiteStone, and I again thank you all for this opportunity. I look forward to continuing the tradition of excellence that WhiteStone has, and I hope to utilize the learnings from this opportunity to do so.

Mrs. Tracy Armwood, Director of Human Resources was introduced and presented the following update. The focus areas for Human Resources continue to be staff retention, and the reduction of turnover, overtime reduction, recruitment, and employee appreciation. Last year the annual turnover percentage was 34.6%, and currently through September, our turnover is up slightly and trending toward 35.6. Drilling down on the numbers, the month of October had a significant number of turnover related to a cleanup and termination of employees not fulfilling their on call status. The turnover trends indicate job abandonment, or quite without resignation, total 59% of those employees turning over. The length of tenure for those employees turning over YTD, include 66% within the first six months.

Overtime is another major focus moving forward. In looking at 2023 versus 2024, there has been a slight increase. The Food and Beverage and Nursing Department continue to see the most overtime hours. We continue to work with each department to take a closer look at scheduling and improve efficiency.

Recruiting efforts continue to be strong as we review the data year to date. We have fielded 4,465 candidates through our recruitment efforts to date. 568 interviews of those candidates have yielded 257 offers, which led to onboarding 198 of those candidates. We have averaged between twenty and thirty-two open positions per month so far in 2024. As of today, we have four open positions. Mrs. Meghane Langlois, Recruiter, has done an incredible job this year with recruitment. Mrs. Tracy Armwood presented Mrs. Langlois with a certificate of excellence.

Mr. Ryan Hester, Director of Information Technology was introduced for a presentation to the Board. WhiteStone performed its very first penetration test, which identifies the strength of our

internal networks in preventing attacks from outside the community as well as internally. The results for the outside penetration test were excellent, while the internal tests were considered good, with some opportunities for improvement. As a result, some remediations have already been completed to improve our security in an ever-changing world of technology. These tests and remediation efforts will be ongoing.

Mr. Ryan Hester also reported supporting residents with their information technology, by completing ninety-two work tickets. These tickets mostly consist of helping with printers, cell phones, smart televisions, and personal computers. Many of these support sessions have helped residents reduce fees or other costs associated with their IT needs.

Mr. Robert Reese, Director of Environmental Services, was introduced to the Board for attending his first quarterly Board meeting.

Mr. Jacob Elliott, LCS Director of Operations Management, was introduced for an update from Life Care Services. The LCS Not for Profit Board Summit was held in the month of September, providing Board members from several LCS Communities the opportunity to get together for some networking and educational opportunities. The attendees for WhiteStone included, Mr. Gene Jernigan, Mr. Bryant Webster, and Mr. Joey Transou. A variety of topics were discussed including the resident and customer of tomorrow, board governance, reinvesting in your community, maximizing Board partnership through marketing and sales, navigating the current and future care continuum, and secure technological strategies.

Mr. Elliott also presented the board with an overview of the LCS Sounding Board. This initiative started during the early days of COVID-19 and provided communities with opportunities to tap into resident sentiment on a number of initiatives. This online resident research panel has grown to approximately 750 independent living residents across the LCS communities nationwide. Recently, the LCS Sounding Board covered topics that include dining and transportation. There were several key findings from both areas, that will help communities implement action items to improve resident satisfaction.

Mr. Dennis Edwards, Worthy Grand Patron, remarked on the incredible job that the staff of the community does every day and expressed congratulations and gratitude for their efforts.

Mrs. Amy Jo Fischer Hoth, Worthy Grand Matron, and on behalf of the Order of the Eastern Star, thanked the staff for everything they do to serve our residents. The theme this year is In the Garden and Bloom Where you are Planted, and WhiteStone is blooming with all the progress

that has been made.

Mrs. Amy Jo Fischer Hoth shared appreciation for all those in attendance today and asked members of the Board and Grand Line Officers to remain for Executive Session.