The SpiriTrust Connection Spring 2022 • Volume 6 • Number 1

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By the numbers



445

The number of pairs of socks collected by team members and residents at The Village at Kelly Drive for families and students from neighboring Devers Elementary School who are in need.

100%

The percentage of SpiriTrust Lutheran team members who are **up-todate with their COVID-19 vaccine doses** or received an exemption for medical or religious reasons.





2/22/22

The date on which many celebrated the number 2 and its repetition on this once-in-a-lifetime "Twosday." Residents and team members at The Village at Luther Ridge personal care residence marked the occasion with a "Tutu Tuesday" dance party.



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Save the Date!

SpiriTrust Lutheran[®] Hospice Golf Tournament

Monday, August 15 | Chambersburg Country Club

Special thanks to our Grand Sponsor:



11:00 a.m. Registration Noon Lunch I Opening Remarks 12:30 p.m. Shotgun Start

An awards ceremony with a buffet and cash bar will begin once all golfers have returned to the clubhouse.



Our annual Hospice Golf Tournament will be held again this year following a two-year hiatus due to COVID-19. Join us as we raise funds to provide care to hospice clients who lack insurance or do not have the resources to pay for the care they need. Dust off your clubs and experience the fun and camaraderie that is a hallmark of this annual event!

For more information or to register, visit bit.ly/22HospiceGolf.

SpiriTrust Lutheran®

A message from the CEO



Time has come for our vision to again blossom

For the last two years, influences outside the control of the SpiriTrust Lutheran[®] Board and teams have had a tremendous impact on the fulfillment of our mission. Not only did we have to react to ever changing guidelines during the pandemic, we also were limited in what we could do by the emotional and financial drain caused by the pandemic. As we approach spring of 2022, there is a sense that our vision for the future of SpiriTrust Lutheran[®] again can become a reality.

The path forward will be slow and we will need to fight the urge to move forward too quickly. Just as we watch winter lose its hold each spring, the effects of COVID-19 are slowly losing their grip on the agency. For the first time in two years, you can feel the optimism brought on by renewed sense that we are again able to move forward.

In this edition, we will introduce you to our two newest SpiriTrust Lutheran board members who will help set the vision for us as we move beyond COVID-19. You also will learn more about several team members who will help lead us in renewing and fulfilling that vision. Just as the flowers have patiently laid beneath the frozen ground, we have been waiting patiently until the time has come for our vision to again blossom. Our vision has not changed; however, the pandemic and regulatory changes brought on by the pandemic will continue to impact delivery of our services.

To each of you who has and continues to work with us in support of our mission, please accept my thanks for the commitment and patience you have shown over the last two years. May God bless you as we continue to work together with a renewed spirit of hope and purpose.

Robert L. Rundle President/CEO SpiriTrust Lutheran®

For the first time in two years, you can feel the optimism brought on by renewed sense that we are again able to move forward.

SpiriTrust Lutheran[®] welcomes two new board members

The SpiriTrust Lutheran[®] Board of Directors welcomed **Bill Nienstedt** and **Shirley Simpson** as new members of the board this year.

Nienstedt is a retired senior pastor at Solomon's Lutheran Church in Chambersburg and a member of the Nominating Committee for the Lower Susquehanna Synod ELCA. Simpson is a



Bill Nienstedt

realtor for Berkshire Hathaway Homesale Realty

Services in Shrewsbury and has been serving the agency for a few years now as a member of the Shrewsbury HUD Board.

"Both Bill and Shirley bring extensive knowledge of the mission of SpiriTrust

Lutheran which will be vital as the Board of Directors begin the process of creating a vision for the agency beyond COVID-19," said **Robert L. Rundle**, President/CEO.



Shirley Simpson



Volunteer Leadership

A complete listing of all SpiriTrust Lutheran board members can be found by visiting www. spiritrustlutheran.org/ about/volunteer-leadership.

SpiriTrust Lutheran® welcomes new COO, announces two leadership promotions

Melissa L. Frownfelter, MBA, NHA,

joined the SpiriTrust Lutheran® executive leadership team on January 3 as chief operating officer (COO)/ vice president. Frownfelter brings nearly 20 years of experience in the senior living field, most recently serving for eight years as

vice president of operations for Pleasant View Communities in Lancaster. Prior to that, she served as vice president of human resources and compliance for Pleasant View for



Melissa L. Frownfelter

two years and as senior human resources director for HCR ManorCare for 10 years.

In addition, she has served as an acting nursing home administrator and provided operational oversight for personal care, skilled nursing, environmental services, housekeeping, laundry, dining services, therapy services and home care services during her 10 years at Pleasant View.

Frownfelter's experience includes strategic planning, regulatory affairs, quality assurance management, human resources, fiscal/budget management, program development/ implementation, risk reduction/management, government compliance and team leadership and training.

"It is a real pleasure to work with Melissa," said **Robert L. Rundle**, president/CEO/CFO. "Her energy, personality and willingness to work collaboratively have had a real positive impact on SpiriTrust Lutheran. I know that the entire leadership team appreciates the skills that Melissa brings to our work."

During her tenure at Pleasant View Communities, she was responsible for the development and oversight of a \$4 million campus restaurant renovation and an 18bed secure memory care neighborhood expansion. She also was responsible for oversight of transitioning a health center into a skilled nursing building through renovation and reposition of the original building while fully occupied with residents.

Frownfelter earned her BA in Business Management from York College of Pennsylvania with concentrations in human resources management and marketing; her MBA with a concentration in healthcare management from Western Governors University in Salt Lake City; and an Executive Certification in Business Administration from the University of Notre Dame, Mendoza College of Business. She is a PA Licensed Nursing Home Administrator and PA Approved Personal Care Administrator.

She is a member of the board of directors of CARE, Ltd. (Communities Achieving Retirement Excellence) in Lancaster. She lives in Elizabethtown with her husband and their four children.

Carol Hess was promoted to senior vice president/chief administrative officer (SVP/

CAO) on January 1. Hess joined the executive cabinet in November 2012 as vice president of Human Resources and a few years later became chief human resources officer/VP of Human



Carol Hess

Resources. In the past nine-plus years, her responsibilities have grown substantially, including an expanded leadership role that now includes oversight of three agency-wide departments, implementation of several massive HR programs and for the past two years co-leading our COVID-19 response.

"I am very grateful to Carol for her willingness to elevate her role to senior vice president and chief administrative officer," said Rundle. "Her commitment to our mission combined with her strong belief in our team members makes her ideally suited to take on these new responsibilities as we continue our work beyond the impact of COVID-19."

Her decisions impact the overall functioning of the agency, including supporting the business objectives of the agency and ensuring excellent services to all internal and external customers. She ensures compliance with appropriate policy, procedures and internal controls to limit risk to the organization, ensures legal and regulatory compliance in all areas of responsibility including compliance with all state and federal laws and regulations and keeps senior leadership informed of any legal issues.

"I am appreciative that the organization has the confidence in me to give me this new title and responsibilities," said Hess.

Specifically, Hess is responsible for the following:

- building a high quality work environment and attracting and retaining world class talent
- providing strategic leadership to the communications team for both internal and external audiences across all service lines
- ensuring coordination of external communication between all service lines and support services
- providing strategic leadership to the information technology team both internally and externally
- providing leadership to the agency in the absence of the CEO.

In addition, she serves as a strategic business partner to the CEO, the entire executive leadership team and other key managers, not only filling the traditional role of HR leadership at SpiriTrust Lutheran, but also understanding the services we provide, the people we serve and those who serve in order to manage and mentor throughout the agency.

Melissa Widener was promoted to corporate director of human resources on February 6. Widener joined the organization in March 2013 as HR coordinator/ administrative assistant at SpiriTrust Lutheran[®], The Village at Kelly Drive. Prior to becoming a corporate director,

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Staffing partnership with WellSpan Health helped alleviate bed shortage crisis during COVID-19 Omicron variant surge

Throughout the height of the COVID-19 pandemic and especially during the Omicron variant surge this past winter, hospital systems across the nation, including those in our geographic footprint, were at peak capacity due to various reasons ranging from the surge in COVID-19 cases to staffing shortages. In an effort to alleviate overcrowding at WellSpan® Health System hospitals in our shared footprint; provide beds for individuals in need of short-term rehabilitation; and increase utilization of our skilled care centers for the common good, SpiriTrust Lutheran® and WellSpan

Health developed a staffing partnership.

The partnership began with the redeployment of WellSpan LPNs to The Village at Shrewsbury and continued with the reassignment of LPNs from WellSpan to The Village at Luther Ridge in Chambersburg. This influx of nurses to our skilled care centers helped ensure both organizations could meet community needs in their respective acute care and long-term care settings in York and Franklin counties.

"We were very pleased to help the communities we serve in this way to ease the overcrowding in our local hospitals," said **Carol Hess**, chief administrative officer/senior vice president. "A huge thank you to The Village at Shrewsbury, The Village at Luther Ridge and our clinical excellence teams for being willing to work with WellSpan to make this all happen very quickly during this time of great need. It was just another example of the amazing 'can do' attitude of the SpiriTrust Lutheran team."

This staffing arrangement was another initiative resulting from our strategic partnership with WellSpan Health to deliver improved access to home care, hospice and post-acute skilled care services in southcentral Pennsylvania.





Melissa Widener

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she was HR director for SpiriTrust Lutheran[®] Home Care & Hospice and SpiriTrust Lutheran[®] LIFE.

In her new role, Widener provides oversight to all seven HR coordinators, as well as the payroll function at Home Care & Hospice. In addition, she oversees all daily HR operations and provides support to the leadership teams at our life plan communities, Home Care & Hospice and LIFE.

"Melissa has been an important part of the HR team since joining the agency," said Hess. "She has been successful at each step along the way as her career has grown. She is a great asset to the team. I am fortunate to be able to serve the agency with her by my side."

The Village at Gettysburg skilled care center renovations will help enrich the lives of those we serve

The long-awaited renovations planned for SpiriTrust Lutheran[®], The Village at Gettysburg can now proceed since the project has received final approval from state regulators. The caveat is that not all of the materials are available yet to start the project so work will not begin until late July.

"These renovations are important because the skilled care center has not been updated for a number of years," said **Robert L. Rundle,** President/ CEO. "This project affirms our commitment to meeting the needs of the communities we serve and the emphasis we have on quality and excellence in the services and amenities we provide."

"The skilled care center renovations will help SpiriTrust Lutheran continue to 'enrich the lives of those we serve.' The skilled care center will not only continue to meet the needs of the greater Gettysburg community, but the renovations will provide a warmer and more home-like environment for our residents and their families and friends who visit," said **Melissa Williams**, VP of Sales & Marketing.

The renovations include adding 38 private rooms and 11 semi-private rooms for 60 total licensed beds at the 51-year-old life plan community. The renovation plans also include the addition of a spa and an occupational therapy apartment that will assist people in achieving their optimal outcomes and successfully return home.

"The project originally was delayed due to the pandemic as our top priority during that time was keeping our communities SpiriTrust Lutheran[®], The Village at Gettysburg Renovation Phases



safe," explained Rundle. "Now that we have received all of the necessary permits and approvals, we will begin the renovations in phases starting with the vacant Ellison wing and a vacant dining area to minimize the impact on residents and team members."

"If all goes as planned, the project should take nine months to a year to complete, added Rundle. "Unfortunately, there is the possibility the project could experience construction delays if materials are not readily available due to worldwide supply chain issues that have been negatively impacting the economy since the start of the COVID-19 pandemic."

SpiriTrust Lutheran chose Warfel Construction, headquartered in East Petersburg, as the general contractor due to its excellent reputation, vast experience and knowledge working in the senior living industry and previous experience with the company. Most recently, Warfel oversaw the construction of the 40-bed skilled care and rehabilitation center at The Village at Luther Ridge that opened to the community in 2019.

The Village at Luther Ridge residential living expansion update

In the last issue of the *SpiriTrust Connection*, we announced plans to expand residential living options at SpiriTrust Lutheran[®], The Village at Luther Ridge in Chambersburg through the addition of new cottages on the south side of the campus and the possibility of a hybrid or mini apartment dwelling. At this time, the planning team is still working on land development with our engineers and architects, as well as finalizing the design of the project. Please look for more information on this project in future issues of this magazine as well as on our corporate website.

Vaccine requirements help stop spread of COVID-19

Isolating in place keeps infected residents at home

Since the start of the COVID-19 pandemic, SpiriTrust Lutheran® has followed the advice of the Centers for Medicare & Medicaid Services (CMS), the Center for Disease Control and Prevention (CDC) and the PA Department of Health (PA DOH) as we formulated plans to respond to COVID-19 and prevent the spread of the deadly virus. Over the course of the past two years, this guidance has changed numerous times as experts in the field of epidemiology have learned more about the virus, how it spreads, how to reduce and prevent transmission of it and how to treat those infected with the virus.

This guidance has served us well and, as such, we followed the CDC recommendation that all eligible individuals receive a COVID-19 vaccine and a booster, when eligible, to help reduce the spread of COVID-19 among our team members, those we serve and our families and friends.

As a condition of employment, all team members must be up-to-date on their COVID-19 vaccine and booster. Boosters were required by February 11 for all eligible team members. Second doses of the two-dose Pfizer and Moderna vaccines also were required by February 11 for those who were eligible.

"COVID-19 along with the PPE and testing requirements associated with it have been hard on our team members," said **Carol Hess**, senior vice president/ chief administrative officer. "Despite these challenges and constantly changing guidance, they always step up and do the right thing. We are so grateful that our team members care so much about who they serve and who they serve with that they have kept up-to-date on their vaccines and boosters."

SpiriTrust Lutheran has a high rate of vaccination and boosters among residents, a vital step in helping to stop the spread of COVID-19 in our life plan communities. Fortunately, since the vaccine and boosters became available, the agency has seen a decline not only in the number of COVID-19 cases, but also in the severity of the cases of those who did become infected.

In addition, as of January 28, we are no longer moving life plan community residents who test positive for COVID-19 to a cohort. Residents now isolate in place and receive care in their own room or apartment while reducing exposure to other residents and team members. In some circumstances, we may move a resident who shares a room with another resident to another room in the same level of care until our medical director deems it is safe for the affected residents to return to a shared room.

"Isolating in place allows residents to remain in a familiar environment, with caregivers that are intimately familiar with their preferences and care needs," said **Melissa Frownfelter**, COO/VP. "It allows us to continue to provide the same level of person-centered care we always have. This is a benefit to our residents' families as well, as they may visit their loved ones in their usual environment rather than traveling to a different location."

Although we allow visitation in our communities during an outbreak, we ask everyone to stop and consider whether it is in the best interest of their loved one and themselves to visit when there are active cases in the building. We continue to screen everyone who enters any of our buildings, regardless if there is an outbreak and require the wearing of appropriate personal protective equipment, as dictated by CMS, CDC and PA DOH.

We thank everyone for their patience, understanding and cooperation throughout the past two year, as we emerge from the long shadow of COVID-19 and move closer to life as we knew it before the pandemic.

Home Care & Hospice outsources quality support nursing positions and therapy services

Over the course of the last six months, SpiriTrust Lutheran[®] made two important decisions affecting how we manage our home health operations at SpiriTrust Lutheran[®] Home Care & Hospice. The first change affected our quality support nurses and the second change affected our therapy team.

Quality Support Nursing Team

McBee, the agency that previously was just responsible for managing our billing process, expanded its relationship with us when it assumed management and operations of the quality support function of our home care operations this past December. As a premier provider of home healthcare services in our region, we feel it is our ongoing responsibility to find innovative ways to address changes in the healthcare delivery system. This change will allow us to decrease administrative costs and provide additional resources for direct client care while maintaining our high quality of care standard. In addition, McBee gave our team of quality review nurses the opportunity to interview for positions with them.

We chose McBee to provide these additional services because it has stayed true to one core belief: The success of its clients is paramount. That unwavering dedication, backed by experience and hard work has made McBee one of the largest, well-regarded healthcarefocused consulting firms in the country.

Founded in 1973, McBee is committed to the growth and expansion of its current and future clients' access to robust expertise, education and technology that works to enhance financial outcomes, as well as provide the complete healthcare experience for the communities and patients it serves. In May 2019, McBee joined the Netsmart family. Together, McBee and Netsmart have become one of the largest postacute advisory and professional services

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Self-Guided Tours offer new lens to see our communities

Black Gap Rd

This past December, The Villages at Luther Ridge and Shrewsbury offered their first selfguided tours in response to not being able to host their annual Holly Trail Showcase of Homes due to increasing COVID-19 positivity rates. Like the Holly Trail Tours, the selfguided tours gave individuals an opportunity to explore living options while learning more about residents' lifestyles and the services and amenities the communities offer.

"The tours were a wonderful way to introduce people to our communities," said **Melissa Williams**, VP of Sales & Marketing. "From the comfort of their cars, prospective residents had the opportunity to explore what sets SpiriTrust Lutheran[®] apart from other life plan communities. The events garnered great attendance and resulted in several applications to move into our life plan communities."

"The COVID-19 pandemic made us reassess what we were doing," Williams added. "Although we could not host our Holly Trail Showcase of Homes, we wanted to retain some aspects of this special tradition, so we created this hybrid version. Now, we have one more tool to showcase our communities that we can use going forward."

Tours start at the village welcome center with the distribution of a map that includes descriptions and details of each point of interest. The self-paced tours provide insight into life at the village through photos accentuating the spacious cottage styles and floorplans, as well as an up-close view of the beautiful settings throughout the community. Guests learn about the abundance of amenities that await them should they choose to make the village their home. In addition, they are acquainted with the gathering places and community centers that serve as the campus hub for dining, fitness and a host of life enriching programs and experiences.

The self-guided tours are easy to navigate and allow guests to move through the community at their own pace with ample time to stop, reflect and discuss their experience along the way. Even though individuals remain seated throughout the SpiriTrust Lutheran[®], The Village at Luther Ridge Self-Guided Tour Stops Map

Stop #1 | Welcome Center / St. Paul Road Stop #2 | St. Joseph Lane Stop #3 | Sarah Place Stop #4 | The Fleck Center Stop #5 | Luther Drive

Stop #7 | The Inn, Personal Care Residence Stop #8 | Skilled Care Center Stop #9 | Return to the Welcome Center

Stop #6 | Esther Circle

self-guided tour, the experience takes them beyond their vehicles and allows them to envision the wonderful life that awaits them.

The tour at Luther Ridge included a stop at a neighborhood of homes along St. Joseph Lane incorporating the Lilac floorplan – a popular design featuring two bedrooms, two baths and a spacious kitchen as well as a one-car garage with a built-in closet for storage. The warm holiday decorations lighting the campus created ambiance throughout the tour and the exchange of friendly waves from residents added to the congeniality of the experience.

The Luther Ridge tour concluded at the welcome center where guests were treated to homemade cookies in a holiday-themed box.

"The best part was interacting with people again, even though it was from a distance, said **Ellen Doub**, director of sales and marketing, The Village at Luther Ridge. "During the pandemic, people spent a lot of time in their homes – prompting

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Supporters continue generosity despite cancellation of events

Keeping the safety of our community during the COVID-19 pandemic at the forefront, we made the difficult decision to cancel both of our annual signature fundraising events, the Cornerstone Dinner and the SpiriTrust Lutheran[®] Hospice Golf Tournament, for the second time since the start of the pandemic.

Although we could not gather in person for these signature events in 2021, faithful donors continued to answer our call for support to help us overcome some of the financial challenges presented by the pandemic. Their sponsorship gifts in support of benevolent care enable our agency to provide services to residents and clients who cannot afford them.

Thank you to all of our generous sponsors and supporters who have helped and are continuing to help us in this time of great need. We appreciate all you have done in support of our mission and trust your commitment will inspire others to join you.

Cornerstone Dinner

Premier Sponsor | \$20,000 M&T Bank

Platinum Sponsor | \$12,500



an elior company





The Kinsley Foundation

Ruby Sponsors | \$3,000

BNY Mellon Wealth Management Collens-Wagner Agency, Inc. Latsha Davis & Marshall PC Marsh & McLennan Agency Mr. and Mrs. Robert L. Rundle, Jr.

Pewter Sponsors | \$1,000

The Graham Foundation Marco Traditions Bank

Bronze Sponsors | \$1,500

Innovative Solutions.

The Graham Company Ms. Carol D. Hess Highmark Blue Shield UPMC Health Plan

Angel Sponsors | \$750

Transamerica Retirement Solutions Wecker's Flooring LLC

Hospice Benevolence Drive

Grand Sponsor | \$10,000



Platinum Sponsor | \$5,000



Bronze Sponsors | \$1,500

Mr. Thomas P. Carbaugh Highmark Blue Shield Mr. and Mrs. Jerry R. Neth Park Ave Pharmacy Ralph E. Tolbert Masonry Inc.

Friend of Hospice | \$500

Forrester Lincoln, Inc. SunnyHill Properties Real Estate

Contributor | \$250

Complete Document Solutions Fulton County Medical Center Letterkenny Industrial Authority McCleary Oil Company, Inc. Mercersburg Printing, Inc. Transamerica Retirement Solutions Weikert's Livestock, Inc.

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SpiriTrust Lutheran[®] Social

F&M Trust continues support of hospice

F&M Trust has a long history of supporting the hospice care and services SpiriTrust Lutheran[®] provides to clients and families. We greatly value our partnership with F&M Trust and appreciate the additional funding the bank graciously provided to help underwrite expenses we have incurred and continue to incur related to COVID-19. Pictured are (L-R) **Robert L. Rundle**, president/ CEO/CFO, SpiriTrust Lutheran; **Lisa Hogue**, F&M Trust; **Alyssa Procter**, F&M Trust; **Charloette Gauthier**, hospice manager, SpiriTrust Lutheran Home Care & Hospice; and **Dhaval Patel**, VP of Home Care & Hospice, SpiriTrust Lutheran.

IceFest visitors pose for photos with sleigh sculpture sponsored by SpiriTrust Lutheran®



SpiriTrust Lutheran[®] once again was proud to sponsor a giant ice sculpture at IceFest PA. This year's event, held January 27-30 in downtown Chambersburg, commemorated the 20th anniversary of the annual winter festival. Despite the frigid weather, visitors flocked to the festival to have photos taken with the 15 giant ice sculptures and the 80+ other single block sculptures. The Reeder family took a moment to pose with the SpiriTrust Lutheran sleigh sculpture located in the Courthouse Plaza.

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organizations committed to enhancing and refining how providers deliver care.

McBee will provide the educational resources and attentiveness needed to improve the accuracy of OASIS coding, so we can achieve (1) better client outcomes, (2) high quality clinical documentation that meets or exceeds industry standards – a necessity of Value Based Purchasing – and (3) increased revenue. In addition, SpiriTrust Lutheran will have access to the McBee Post-Acute Academy, an online program that will greatly enhance our education process and provide team members with access to CEUs.

Therapy Sources

Effective April 1, 2022, Select Rehabilitation, a nationally recognized provider of comprehensive physical, occupational

TOURS, continued from page 9

many retirees to think about downsizing their possessions and home. Although we always have had people drive through our community, our self-guided tours gave people the opportunity to learn more and begin and speech therapy services, assumed management of the therapy portion of our home health services. Select Rehab employs thousands of rehabilitation professionals across the nation to provide therapy services in a variety of clinical settings including home and school settings, as well as skilled nursing centers, continuing care retirement communities, assisted living facilities and independent living facilities. After evaluating several options, we

chose Select Rehabilitation for two key reasons. The first reason is its emphasis on patient-focused, outcomes-driven care that allows patients to achieve and maintain their highest quality of life and receive the same high quality of care they are accustomed to receiving from our team of compassionate providers.

The second reason is its knowledge and expertise as an industry leader in PDGM

envisioning what life could be like without the worries of every day home ownership."

Following on the success of the tours at Luther Ridge and Shrewsbury, the other four SpiriTrust Lutheran life plan communities located in Gettysburg, Hanover and York are planning to offer (Patient-Driven Grouping Model), the new payment model introduced by the Centers for Medicare & Medicaid Services (CMS) in 2020 that redefined the government's vision for home health services. The new CMS model focuses on clinical characteristics and other client information that now place home health periods of care into meaningful payment categories rather than therapy service thresholds. The transition of the management of our therapy services to a provider more experienced with PDGM aligns our philosophy of care more closely with the philosophy of care dictated by PDCM.

Although individuals who previously worked in therapy positions with SpiriTrust Lutheran[®] Home Care & Hospice will no longer be employees of SpiriTrust Lutheran, our clients may still see familiar faces. Select Rehab offered positions to all team members who interviewed for therapy positions.

self-guided tours this spring as another option to experience life at the community.

"The campuses are so beautiful in the spring," Williams emphasized. "The spring will be a great time for people to see our vibrant communities and learn more about what we have to offer."



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Wishing you a blessed

