



12/15/11

Valley Manor Realigns Its Costs and Services

As reported in the previous *eLink*, the tough economic times have had a negative impact on our occupancy and created a gap between our current operating income and operating expense. This has required us to take a critical look at all aspects of our operation in an effort to realign our costs and services to be more competitive with other similar retirement communities and more congruent with the lower occupancy levels.

With the support and input of our leadership team and residents, the final plans associated with the cost and services realignment at Valley Manor have been identified and will be fully implemented *effective January 1, 2012*.

The following is a summary of the primary elements of the realignment plan:

- Reduction of the marketing & advertising budget consistent with a shift in our strategy to a referral-based program and outsourcing of necessary services.
- Reduction of the sales staff budget consistent with the decreased sales volume.
- Reduction of the housekeeping budget consistent with the change from weekly to bi-weekly resident apartment cleaning and linen service.
- Reduction of the food service budget consistent with the change in dining room meal options and the availability of meal service from the in-house deli.
- Reduction of the facility maintenance budget consistent with the change from outsourcing apartment painting to in-house painting services.
- Reduction of the adult day program staff budget consistent with current client utilization level.
- Reduction of various administrative and corporate budgets consistent with reduction in occupancy and related revenue.

Approximately 60% of the realignment plan centers around administrative and corporate overhead with the remaining 40% focused on competitive changes in resident services. There is no increase in resident fees for 2012. With our plan identified, we now have a “road map” to follow, but much work remains to ensure that we transition our plan effectively with no negative outcomes. This will not be easy, as we have far less resources at our disposal. However, I am optimistic that we can continue our excellent service. Our greatest challenge will continue to be the economy and working towards increased resident occupancy.

These are certainly difficult times for our Valley Manor family and we sincerely regret the need to make difficult decisions in response to the challenges, but like family, we will pull together and navigate our way to continued success. As always, we appreciate everyone’s cooperation and support.

—Jim DeVoe, President/CEO

New Hires



Felicia Crumity Resident Aide, Valley Manor
 Bonnie Haller per diem LPN, Kirkhaven



JANUARY BIRTHDAYS

A huge thank you to everyone for making Kirkhaven's holiday party a success!

Karen Lasky for preparing & cooking the scrumptious meal that was beautifully displayed.

The kitchen staff for assisting in preparing the food & setting it up

Jim Dietz & Chris Westbrook for setting up the Assembly Room

The housekeeping staff for emptying the trash.

The servers:

Terri Abrams
 Helen Bennett
 Amanda Brown
 Gwen DeBack
 Jim Dietz
 Jim DeVoe
 Renee Eberling
 Paula Henry
 Etta Patterson
 Rebecca Sager
 Gerri Smith
 Jennifer Swartz
 Deb Weller-Plucknett



Karen Krolak for handing out the souvenirs

All of the managers, for allowing your staff to come & enjoy the festivities.

Cass & Gayle for ALL of your help!

We couldn't have done it without YOUR help!

4	Ann Nemirovsky	Nursing Spvrs	Kirkhaven
5	Pamela Davis	Housekeeper	Kirkhaven
7	Michele Kaider-Korol	Senior Living Consultant	Valley Manor
	Michelle Killeen	Social Worker	Kirkhaven
11	Erica Calvin	CNA	Kirkhaven
	Melvis Roman	Laundry Ass't	Kirkhaven
	Bridget White	Unity Secretary	Kirkhaven
12	Lashanda Bell	per diem CNA	Kirkhaven
	Lamar Blue	Housekeeper	Kirkhaven
	Etta Patterson	Director of Nursing	Kirkhaven
	Rodney Smith	Server	Valley Manor
14	Samuel Cirafisi	Security/ES Ass't	Valley Manor
15	Eileen Janzso	per diem LPN	Kirkhaven
16	David Burrows	F&NS Inventory Control	Kirkhaven
	Ann Marie Ross	CNA	Kirkhaven
17	Jean Boyle	Director of Development	Valley Manor
18	Jeremy Overacker	Dishwasher	Valley Manor
19	Karen Krolak	Accounting Spvrs	Kirkhaven
22	Ruth Johnstone	Server	Valley Manor
23	Debra Senese	CNA	Kirkhaven
	Devonnte White	F&NS Aide	Kirkhaven
24	Emily Pyatt	Resident Aide	Valley Manor
25	Keith Adler	Mgr. Day Program	Valley Manor
	Amanda Brown	Exec.VP/Administrator	Kirkhaven
	Bonnie Haller	Program Ass't	Valley Manor
	Karen Lasky	Director F&NS	Kirkhaven
	Michael Paciorek	Security/ES Ass't	Kirkhaven
29	Heidi Buckler	Admn Ass't	Valley Manor
	Sheila Everett	Resident Aide	Valley Manor
30	Janice Johnson	per diem CNA	Kirkhaven

HAPPY HOLIDAYS TO ALL!



Kirkhaven – Employee Off-site (Non-paid) Parking Sticker

Kirkhaven is updating employee parking stickers and needs your current vehicle information in order to issue new stickers. ***Please complete this form and return it to Jim Dietz no later than Friday, December 23.***

As a reminder to staff who work Monday through Friday between the hours of 7 a.m. and 5 p.m., we continue to offer free parking in our two leased lots located at: 233 Alexander Street and 71 Park Avenue

Name _____

Department _____

Vehicle Make/Model _____

Color _____ License Plate # _____

Thank you!

Jim Dietz
Director of Facilities