



# COURAGE IGNITED



**4 R's FOR THE FUTURE :**  
*Renovating & Repositioning to drive staff  
Recruitment and Resident engagement*

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# Speaker Introduction

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Executive Vice President  
Luminaut**



**SPEAKING ENGAGEMENTS:**

- 2023 OPAL Assisted & Senior Living Facilities Summit Arizona "A New Approach: Active Adult"
- 2022 OPAL Assisted & Senior Living Facilities Summit Arizona "Expanding into the Future; Repositioning"
- 2022 Leading Age Michigan, Convention "Renovating with resident engagement for post-covid success"
- 2021: Illinois CHA (Catholic Health Association) Meeting "Long Term Care; Financial Recovery"
- 2019: OHCA (Ohio Health Care Association Conference) "Improving the Amenities Experience"
- 2019 Leading Age Michigan "Utilizing Amenity Enhancements to Drive Independent Living Sales"
- 2018 Christian Village Communities Symposium; "Senior Living Trends; Lifestyles of Tomorrow's Residents"
- 2017 Leading Age Ohio Convention, "Moving Target: Design Trends for the next Generation"
- 2016 OHCA (Ohio Health Care Conference) "Changing Priorities; New Ways to Attract & Retain Residents"
- 2015 OHCA Webinar Presenter, "Trends in Design for Senior Living"
- 2013-2019: Guest lecturer at Xavier University Master of Nursing Administration Program

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In this time of great change in the industry, we're faced with increased supply costs, staffing shortages, and a more discerning consumer. As 'newer & nicer' competition comes our market, how can we rework our current communities in manageable steps to compete for both residents and employees.

# Session Summary



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## Objectives



### UNDERSTAND

The challenges facing communities today as they compete for both staff retention & resident recruitment



### PINPOINT

Our individual community's strengths, weaknesses, opportunities & threats through benchmarking and best practices



### EVALUATE

Where & how we might be able to drive occupancy and employee retention through changes to our physical environment.



### IDENTIFY

Some simple steps – at both a micro & macro scale – to make a plan to drive community improvement that will build a more stable & sustainable community



"Success is not final; failure is not fatal; it is the courage to continue that counts" – Winston Churchill

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## The 1<sup>st</sup> Boomers turn 80 in 2026

The **75 plus population** grows:

- To 28.6 million by 2025;
- to 34.5 million by 2030;
- to 44.2 million by 2039

**As a share of the total U.S. population, this cohort grows from 6.8% in 2019 to 11.9% in 2039.**

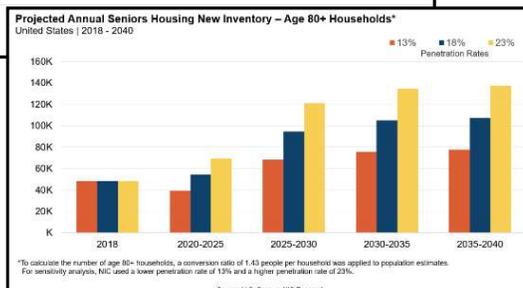
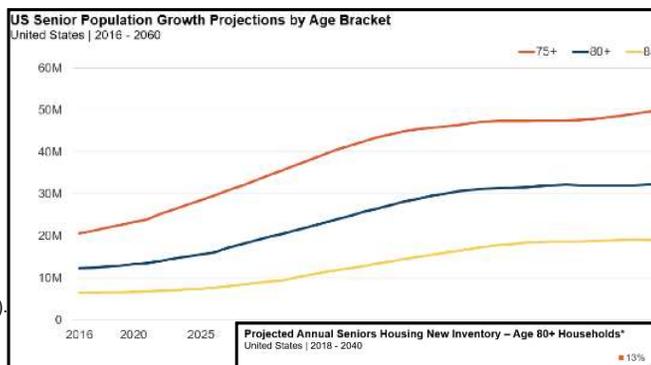
Much of the growth stems from the **Baby Boomers** (born from 1946 and 1964).

*By 2030, the oldest Boomer will be 84;  
The youngest boomer will be 84 in 2048.*

As it relates to senior housing

- For the 85+ 2025 to 2030, we'll need **73,000 units** per year
- For the 85+ 2030 to 2035 period, this rises to **123,000 units**.
- For the 75 plus household and an 11.4% penetration rate, a total of **874,000 additional units** will be needed nationwide by 2030.

\*NIC " Looking into the Future; How Much Senior Housing Will be Needed?"



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REPORT

## New Report Sheds Light on Baby Boomers' Desired Senior Living Services, Amenities

By Austin Montgomery | June 27, 2023

“In the years to come, many of the nation’s 76 million baby boomers will transition into senior housing, ...It’s imperative that industry leaders understand the baby boomers’ expectations so they can meet their needs and position themselves for success.”

*American Seniors Housing Association(ASHA)CEO David Schless*

- 66% of respondents live in the suburbs, while
- 23% live in a rural area and
- 11% live in an urban area.
  - 43% of respondents said they would prefer to move to outlying suburban areas, followed by
  - 23% for close-in suburbs;
  - 19% to small towns and
  - 7% for both urban areas and rural areas.

*Nearly 60% of respondents were considering a move that included the prospect of transitioning to a senior living community within the next four years.; 69% of respondents considering a move said they would include senior housing communities in their search, while 31% said they would outright prefer to live in senior housing*

Senior Housing News "New Report sheds light on Baby Boomers..." Austin Montgomery June 27, 2023



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## Demographics

*“On the whole, baby boomers said they valued independence and their ability to rely on themselves.*

*92% of respondents said they agreed remaining independent and self-sufficient is important. Under a 1/4 of respondents said they preferred to live in their own home.”*



Only 44% of respondents rated smart home features like remote lighting, heat, appliances, security systems and home access as desirable or essential.

1/3 said they lived in a household with one other person. The average respondent said they have 2.5 children, with 22% of respondents reporting having no children. The average respondent had 4.8 grandchildren, while 37% said they have no grandchildren.

2/3 of respondents reported homes valued between \$200,000 and \$750,000.

Respondents ranked a full kitchen, laundry room with in-unit laundry, living rooms, windows with natural light, and additional storage as their top five in-unit amenities.

Provided community services that were deemed essential or desirable by 70% of respondents included home maintenance, lawn and landscaping, 24-hour security and maintenance.

About a third of residents said they didn't want or need help with ADLs, such as bathing, dressing or managing medications. A little more than a quarter said those services were both desirable and essential.

When they do need care, 55% of those likely to move into senior housing said they would prefer to receive it in their current residence, while just 7% said they want to receive care in another area of a senior living community.

Senior Housing News "New Report sheds light on Baby Boomers..." Austin Montgomery June 27, 2023



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## Staffing shortages create challenges for senior living facilities

November 10, 2023

“Staffing shortages in the senior living space stem from a multifaceted set of causes. A **lack of qualified candidates is a persistent issue.**”

“Additionally, **poor pay and benefits** have made **positions like certified nursing assistants some of the lowest paid within the healthcare sector**, dissuading potential recruits.”

“The **limited opportunities for career advancement** in these roles also contribute to the problem, as does the physically and emotionally demanding nature of the work, which can lead to burnout.”

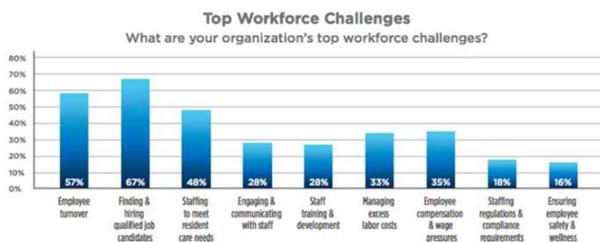
“Many skilled professionals have also been drawn away by more attractive opportunities at other healthcare institutions or **entirely different industries.**”

Nationwide Agency Forward Editorial Team November 10, 2023



### STAFFING

## Hiring Displaces Retention as Top Senior Living Labor Challenge



“The surveyed providers listed:

- Rewards and recognition (51%)
  - Bonuses (48%)
  - Flexible schedules (41%)
- among their current choices for employee perks.

Respondents also identified:

- Resident and family communication (75%),
  - Resident engagement (75%),
  - Employee scheduling (70%) and
  - Employee communication (68%)
- as high priorities for tech investment”





MANAGEMENT

# Top Senior Housing Trends for 2024

By **Tim Regan** | January 1, 2024

“As it has been for the previous few years, **staffing and expenses** are likely to remain pain points.”

“Innovation and evolution will continue, meaning **operators must make sure they are keeping up** with the times. More new entrants into the industry(...), are sure to transform senior living in the year ahead”

“...There are reasons for hope as 2024 dawns. The industry is heading into the new year with more momentum on occupancy and the prospect of regaining pre-pandemic census levels by the year’s end. At the same time, they are excited by a relatively low rate of new construction starts and looming demand from the baby boomer generation, which could keep occupancy gains flowing into 2025 and potentially beyond”

Senior Housing News "Top Senior Housing Trends for 2024" Tim Regan January 1, 2024



## PINPOINT



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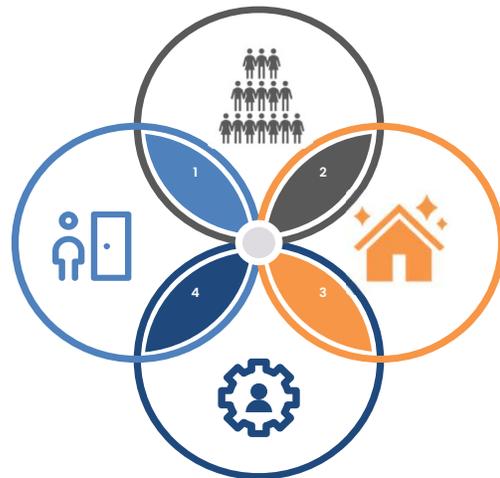
# SWOT Analysis



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Where are you at today?

1. What is your current mix of IL, AL, SNF?
2. What is your census or occupancy rate?



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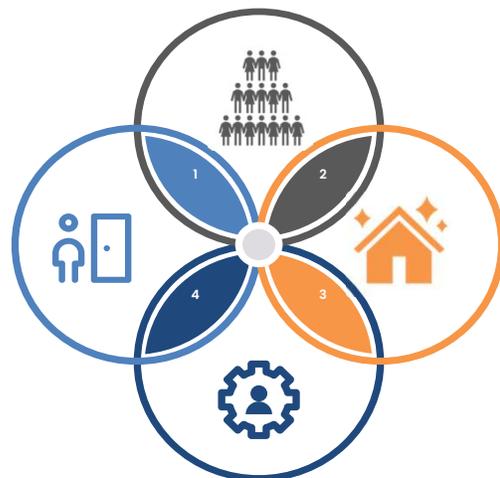
1. What is your current mix of IL, AL, SNF?
2. What is your census or occupancy rate?
3. What are your competitors doing?
  - Have they recently remodeled?
  - Is there new construction nearby?
  - Have they increased (or decreased) their available units serving a specific demographic



## SWOT Analysis

### Where are you at today?

1. What is your current mix of IL, AL, SNF?
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  - Have they recently remodeled?
  - Is there new construction nearby?
  - Have they increased (or decreased) their available units serving a specific demographic
4. What challenges are you facing organizationally?
  - Staffing Shortage
  - Labor Costs
  - Supply Costs
  - Administration/Management/Leadership
  - Infrastructure/Physical Plant
  - Marketing/Sales



# SWOT Analysis

## Call in the Pros

- Strategic Advisor
  - Assist with organizational SWOT
- CPA
  - Review existing revenues and expenses
- Market Research Analysts
  - Conduct Market Studies & Benchmarking
- Financial Modeler
  - Build Pro-Forma
- Operational Expert
  - Provide Opportunity for efficacy & betterment
- Architect
  - Review Infrastructure, Program and Aesthetics
- Financial Services
  - Advise on lending rates and access to capital



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# EVALUATE



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NEWS

## 2024 presents 'golden opportunity' for senior living to increase occupancy: NIC



KIMBERLY BONVISSUTO

FEBRUARY 20, 2024

SHARE ▾



(Credit: Teera Konakan / Getty Images) McKnight Senior Living

“In the years to come, many of the nation’s 76 million baby boomers will transition into senior housing, ...It’s imperative that industry leaders understand the baby boomers’ expectations so they can meet their needs and position themselves for success.”

*American Seniors Housing Association(ASHA)CEO  
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- “The NIC Analytics outlook for 2024 hints at “notable improvement” in stabilized occupancy distribution by the end of the year. Specifically, the report reveals an expectation that 85% of senior living communities will achieve occupancy levels of 80% or higher, slightly exceeding 2019 figures”
- “Construction starts are low, and inventory growth remains moderate, but both are expected to regain pace by the end of the year, bringing competition from an increase in newly opened communities’, he said”

LeadingAge  
Indiana

INALA  
Indiana Assisted Living Association

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## Staffing shortages create challenges for senior living facilities

### Strategies for addressing staffing shortages

November 10, 2023

#### 1. Recognize and appreciate employees

#### 2. Offer competitive compensation

**3. Invest in your employees:** *Invest in employees’ well-being* with wellness programs, tuition assistance, education support and childcare assistance to improve their overall quality of life. *Providing access to fitness facilities and partnering with childcare facilities eases stress for employees.* It promotes well-being, work-life balance, and enhances job satisfaction.

#### 4. Provide creative scheduling

**5. Offer training and support:** *Provide thorough training* and hands-on support, ensuring that staff members are well-equipped to handle their responsibilities and feel confident in their roles. The training and support should be hands-on, involve managers, and include real-life examples to enhance competence, leadership, and a culture of continuous improvement. This benefits both employees and the organization.

**6. Provide strong employees benefits:** Offer additional benefits like on-site meals during shifts to enhance the work experience and support staff members’ basic needs., as well as other, *creative benefits* like installing a ping pong table, massage chairs, etc., *to enhance their experience.*

Nationwide Agency Forward Editorial Team November 10, 2023

LeadingAge  
Indiana

INALA  
Indiana Assisted Living Association

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**Occupancy by Property Type**  
NIC MAP | Primary Markets

Legend:  
 - Majority IL (Blue line)  
 - Majority AL (Red line)  
 - Majority NC (Green line)

- “(Assisted Living) added census at a faster rate than Independent living in the third quarter of 2023(...)Assisted living operators in secondary markets have already reached pre-pandemic totals with rates of 84.3% in the third quarter of the year.”
- “Majority independent living properties house more residents compared to assisted living. Yet, if the high-acuity trend persists, we might see a shift (...)”
- “Some operators across the country – including the nation’s largest, Brookdale Senior Living – have shifted in favor of catering to a higher-acuity population in 2023”

“The senior living sector appears to be undergoing what might be called a “great rebalancing,” which would see assisted living overtake independent living as the most prevalent offering.”

Senior Housing News ‘Top Senior Housing Trends for 2024’ Tim Regan January 1, 2024

# IDENTIFY

**UNDERSTAND**  
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“This will be as good a marker as any to declare that the pandemic recovery period is over. Certainly, the effects of Covid-19 will reverberate throughout senior living for years to come, and the pandemic has forever altered the landscape. But with occupancies back to their pre-Covid baseline.... **2024 will be the year when the focus will shift away from regaining what was lost and toward all that can be gained in the future.**”

MANAGEMENT

# Top Senior Housing Trends for 2024

By Tim Regan | January 1, 2024



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## Make a Plan



*Based upon your Individual SWOT, **Make a Plan** :*

INVEST in existing **Skilled Nursing** to make private rooms with ensuite bathrooms, to maximize your Medicare/Short Term Stay Residents



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# Make a Plan

*Based upon your Individual SWOT, **Make a Plan** :*



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REFRESH your **Assisted Living** to make sure you stay competitive



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REFRESH your Assisted Living to make sure you stay competitive



EXPAND your **Independent Living** Offerings and Invest in Amenities



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*Based upon your Individual SWOT, **Make a Plan** :*



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REFRESH your Assisted Living to make sure you stay competitive



EXPAND your Independent Living Offerings and Invest in Amenities

DEVELOP **Active Adult** to diversify your portfolio & attract new residents



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## And Action!

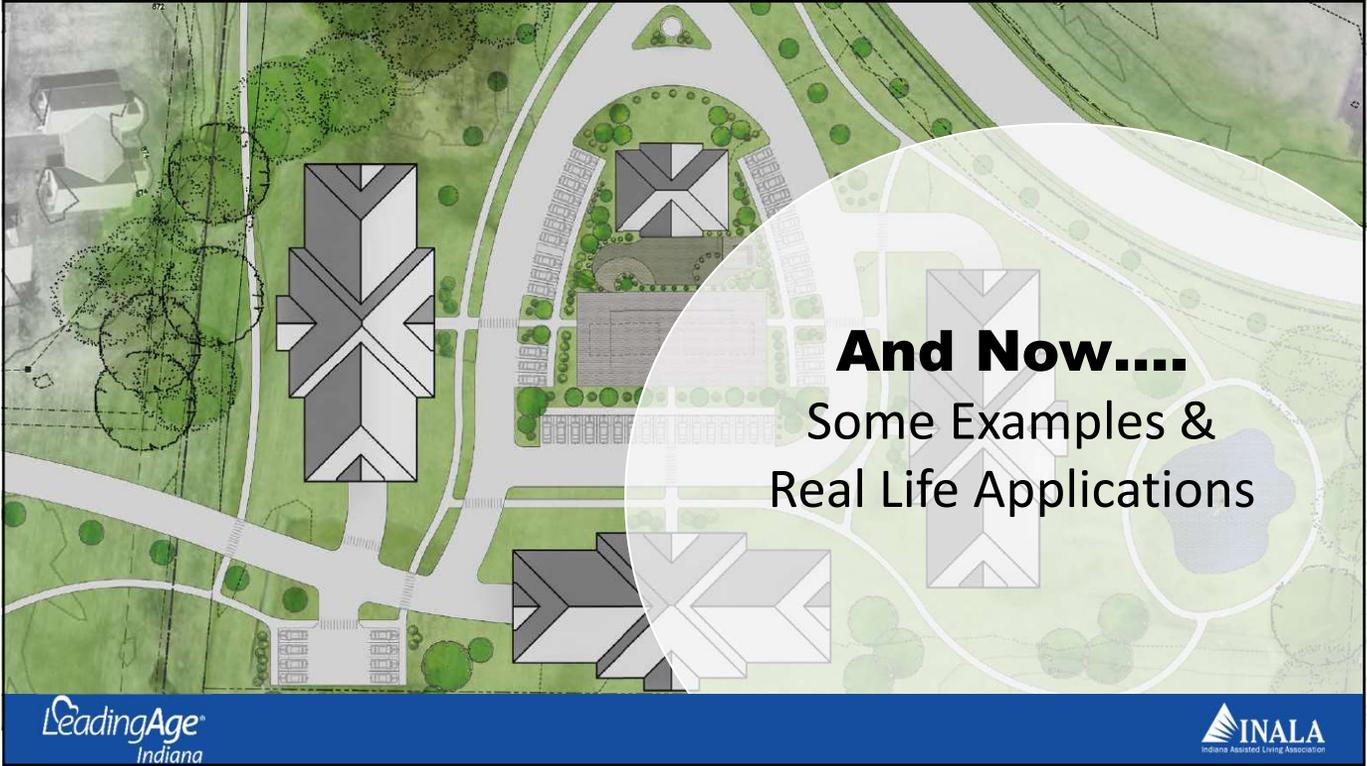
*Now that you've done your research and formulated your strategic plan :*

- Develop architectural plans for your Reposition
- Put together a schedule for the phases
- Generate Marketing Materials
- Put together a Sales/Marketing Plan
- Conduct Focus Groups
- Lock in financing
- Plan Review/Permitting
- Construction
- Inspections
- Occupancy

Remember, *Once you have a plan, share the news!* Even before renovations are complete, **communities that are investing in themselves can generate buzz**. This attention can **enhance resident engagement, encourage sales, and assist with recruitment** and retention of staff



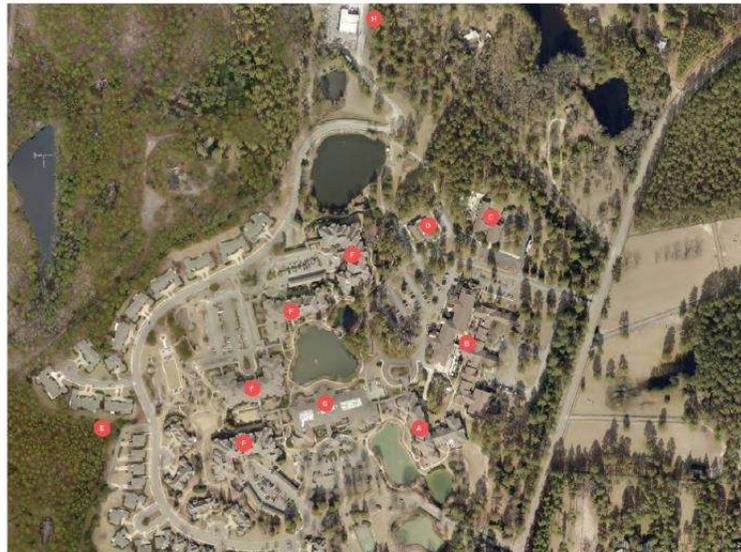
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REPOSITIONING

# Example 1: Before

- 1 Coventry & Kairos Assisted Living
- 2 Healthcare Center
- 3 Administrative Offices
- 4 MD Office/Day Care
- 5 Cottages
- 6 Independent Living Apartments
- 7 Clubhouse
- 8 Maintenance



**REPOSITIONING**  
**The Plan**

# Construction



Grow IL through development of additional units focusing on building for modern lifestyles; invest in amenities enhancement to support growth (architectural)



Invest in AL through development of Memory Support Household (architectural)



Reduce SNF by decreasing bed count and creating all private suites (operational)

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**REPOSITIONING**  
**Example 1: Proposed**

- Coventry IL & Kairos AL w/ access road and separate entries
- Reduced Healthcare Center
- Independent Living Villas
- Pedestrian Trails
- Cottages
- Independent Living Apartments
- Clubhouse
- Maintenance
- Gate






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REPOSITIONING

# Assisted Living

Invest in AL through development of Memory Support Household (architectural)



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REPOSITIONING

# Assisted Living

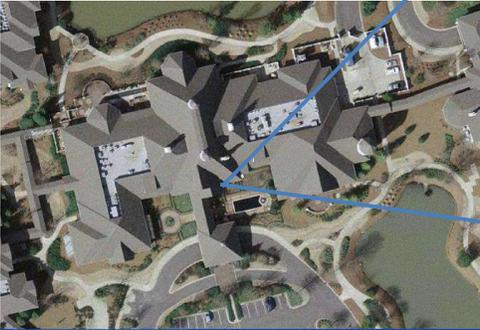


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REPOSITIONING

# Independent Living

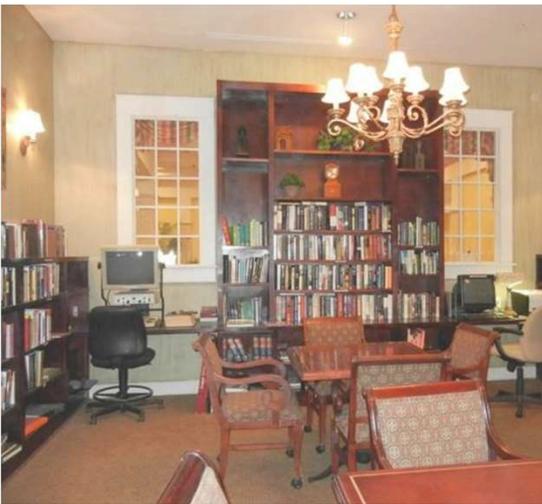
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REPOSITIONING

# Independent Living



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REPOSITIONING

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REPOSITIONING

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REPOSITIONING

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REPOSITIONING

# Independent Living

Grow IL through development of additional units focusing on building for modern lifestyles



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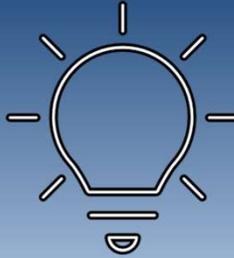
REPOSITIONING

# Independent Living



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# Other Ideas



## REPOSITIONING

### Starting Small

REPOSITIONINGS are *long range projects*; often phasing over **several years**. But **showing progress** is critical in attracting new (& retaining existing) staff and residents.

REPOSITIONING

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Repositions are *long range projects*; often phasing over **several years**. But showing progress is critical in attracting new (& retaining existing) staff and residents.

ENHANCE common areas with new finishes and furniture



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INVEST in your employees with updates into *staff spaces*



REPOSITIONING

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UPGRADE your **Amenities** and front facing areas

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INVEST in your employees with updates into staff spaces



UPGRADE your **Amenities** and front facing areas



REFRESH **resident units** with new finishes and staging

REPOSITIONING

# Starting Small

Repositions are *long range projects*; often phasing over **several years**. But showing progress is critical in attracting new (& retaining existing) staff and residents.



ADVANCE common areas with new finishes and furniture



INVEST in our employees with updates into staff spaces

## Most important is sharing your news and engaging the community !



Protect your employees from ongoing stress



REFRESH resident units with new finishes and staging

