

The Mega Million Dollar Game Plan



The essence of **fundamental change**

Stop focusing on the parts,
start seeing the whole

WHAT I WANT TO DO...

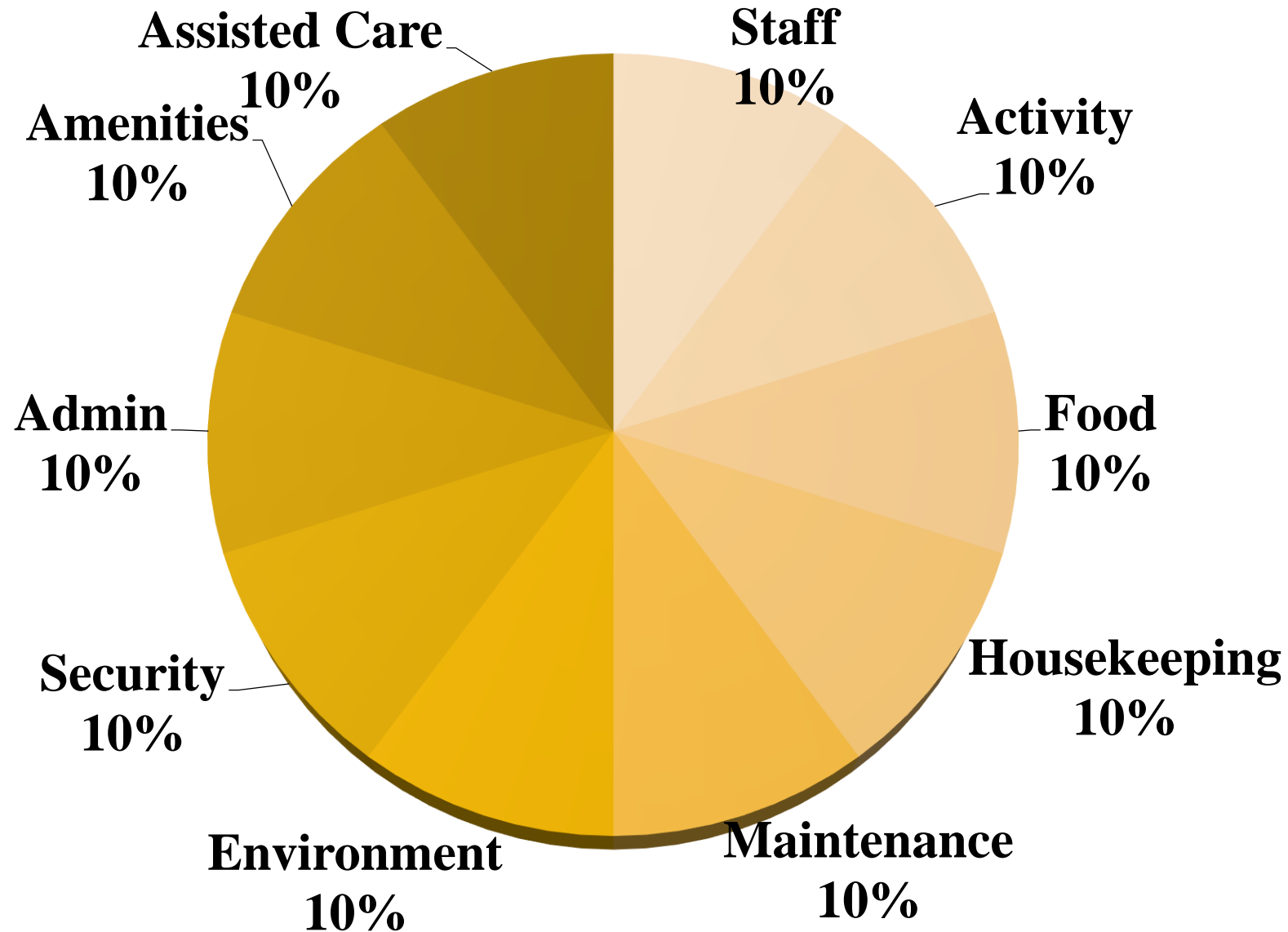
Review some research.
Then brainstorm some ideas.

Today is a good day to see the manatees.

Being Mortal

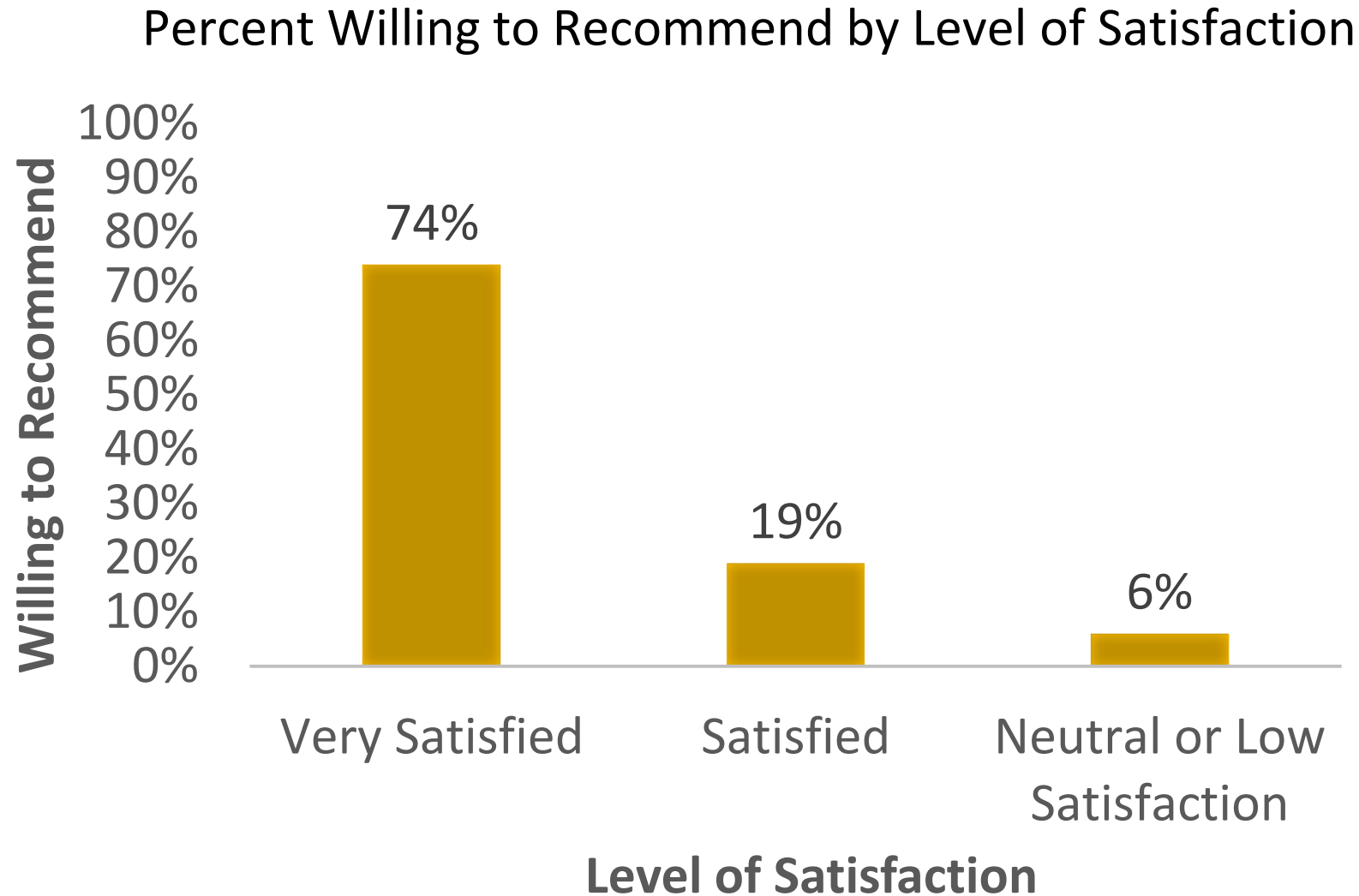
Atul Gawande

Typical Satisfaction Survey Content for Questions

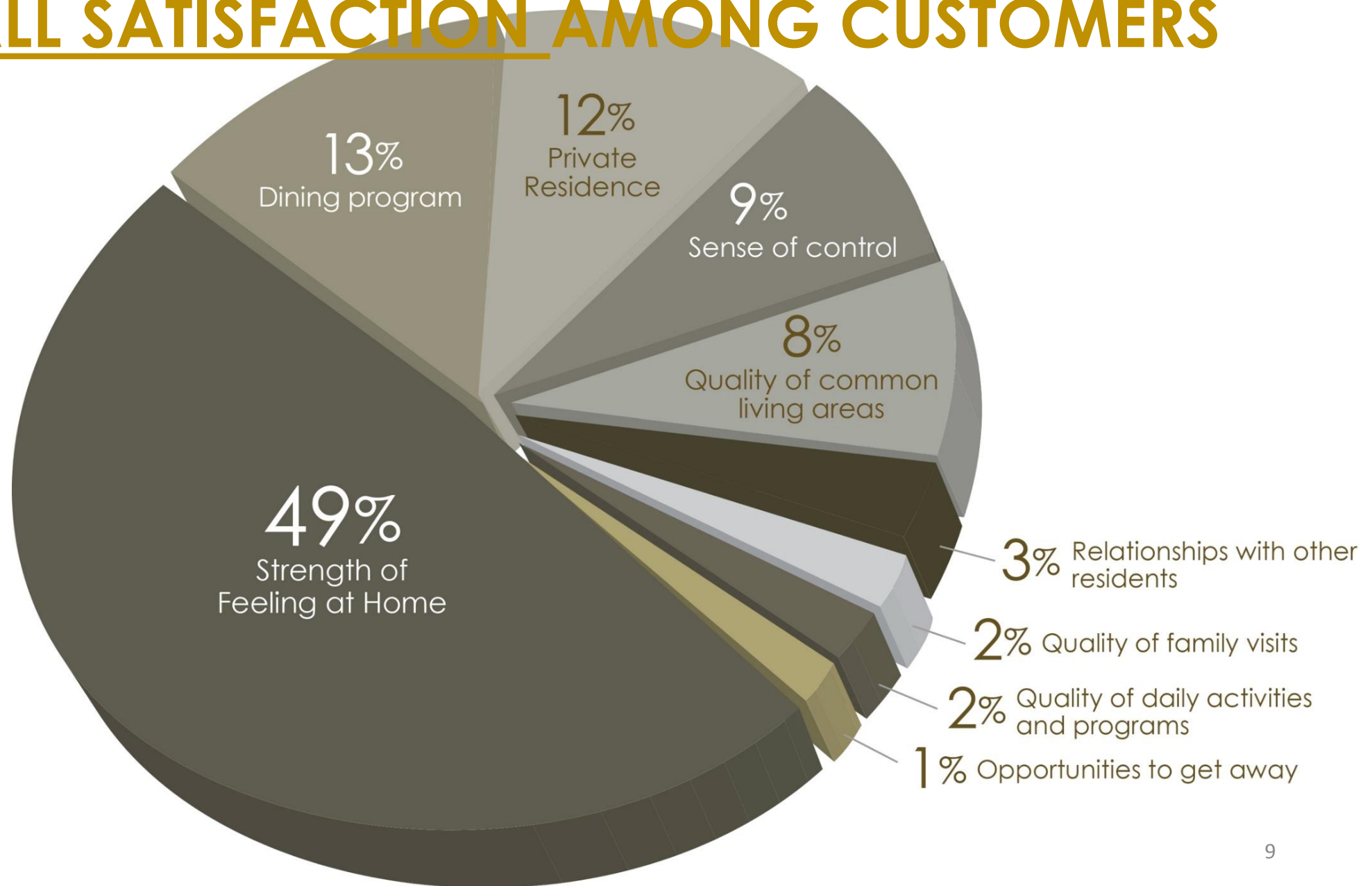




“Very Satisfied” is crucial to achieve a recommendation.



ATTRIBUTES AND SERVICES AND THEIR IMPACT ON OVERALL SATISFACTION AMONG CUSTOMERS

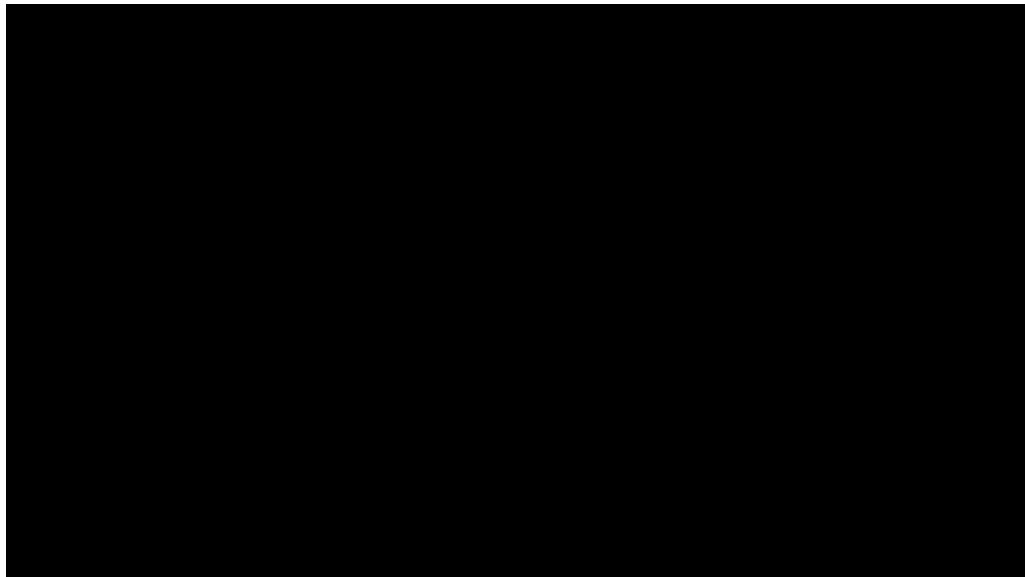


Listen to a couple of customers...

Communities selected the residents who they wanted to be interviewed.

They would only pick their customers that they knew would say the best things about them.

Tell me about living in your
community.



Next video clip

- Why did you cry?
- “They” are her children.
- When she refers to her apartment, it is the apartment in an apartment complex she used to live in.
- Now that you have lived here for two years and have made friends, and adjusted to it – If you could have your choice of staying or returning to your apartment, which would you prefer?



FEELING AT HOME is crucial, but...
what makes our customers feel home?

STUDY OBJECTIVES

Learn what makes customers feel at home.

STUDY PARTICIPANTS

11 Cities

21 Companies and several independent owners

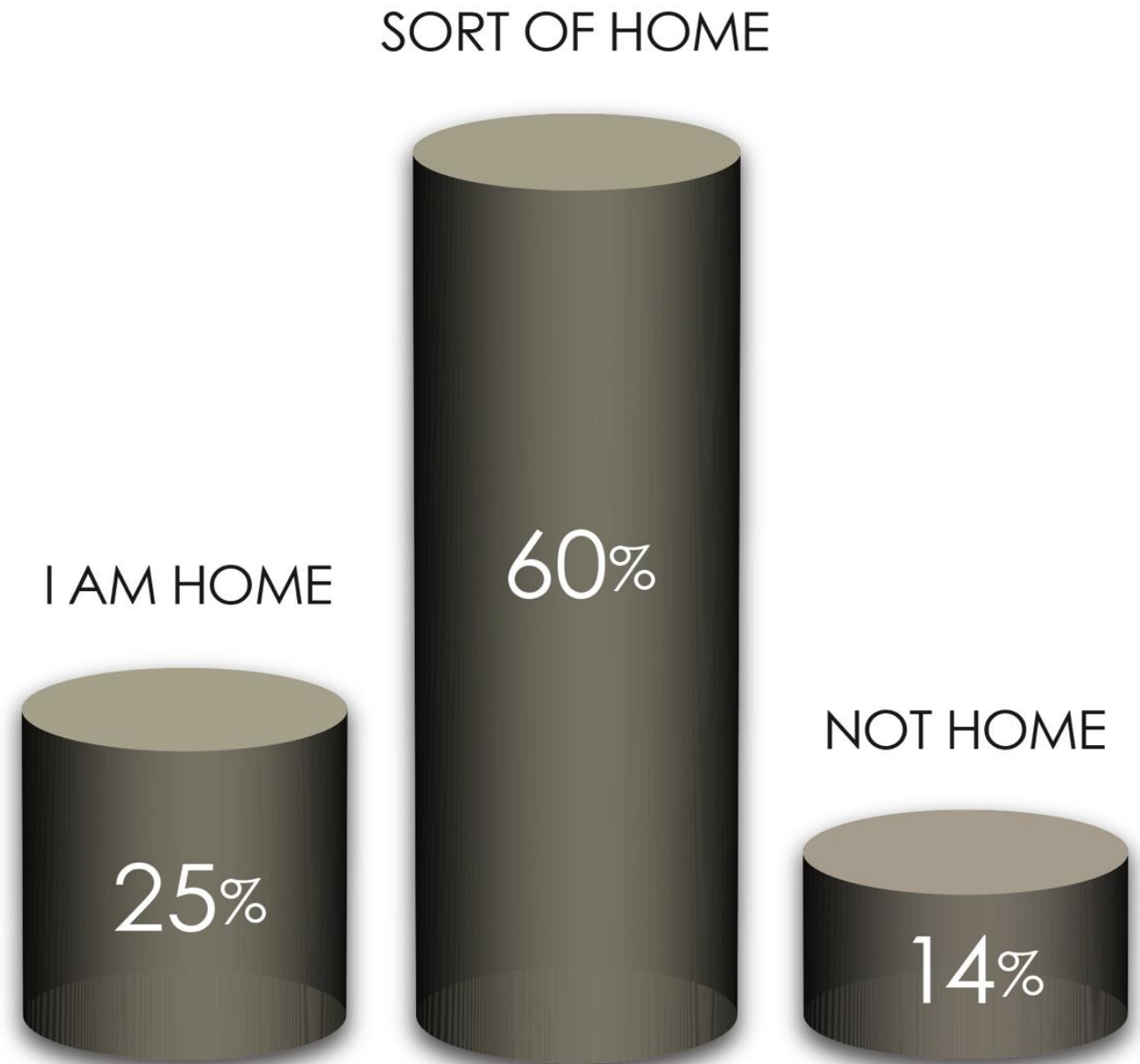
126 Independent living communities

6,858 Independent living customers

What percentage of independent living
customers feel **at home**?

25%

PERCENTAGE OF CUSTOMERS WHO FEEL AT HOME



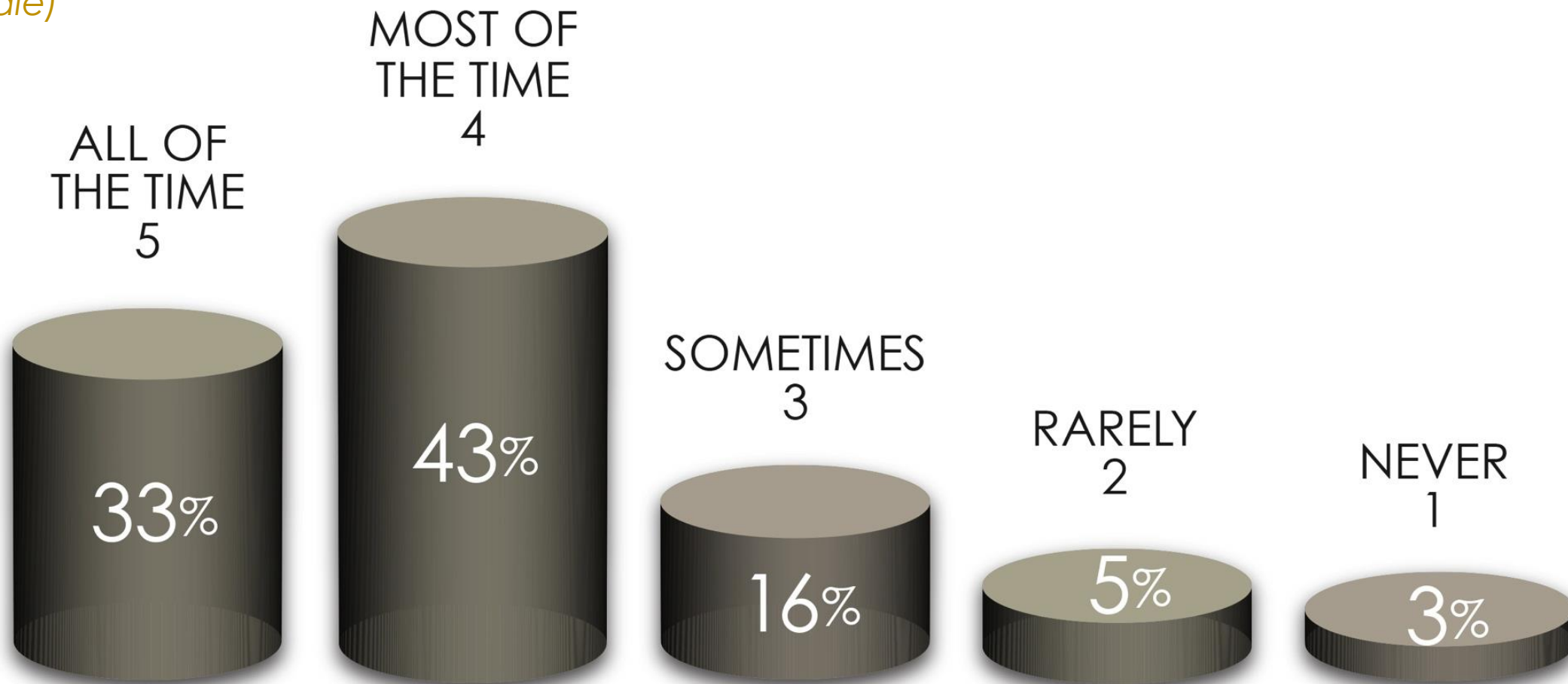
Feel at Home Group
Percent of Respondents

FEELING AT HOME GROUPS

Sum of rating on three questions
(next three slides)

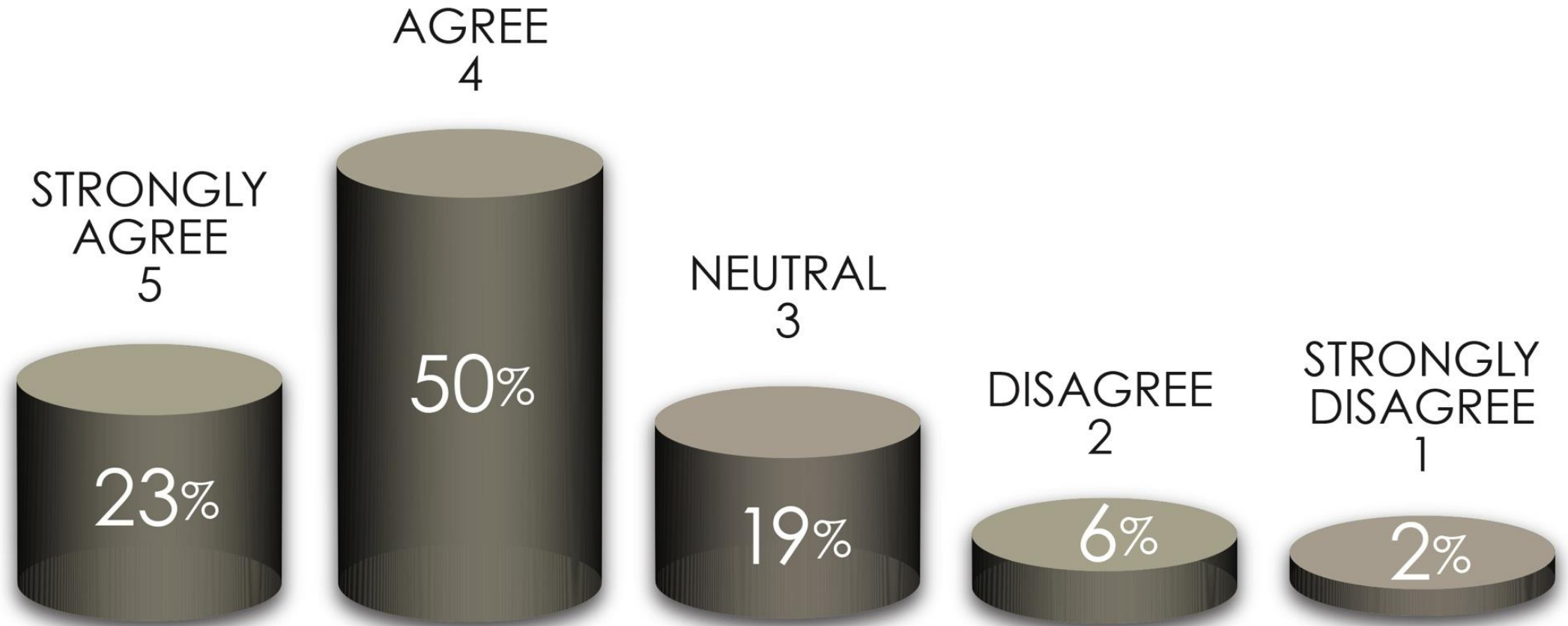
CUSTOMERS BY THE FREQUENCY THEY FEEL AT HOME IN THEIR COMMUNITY

(5-point scale)



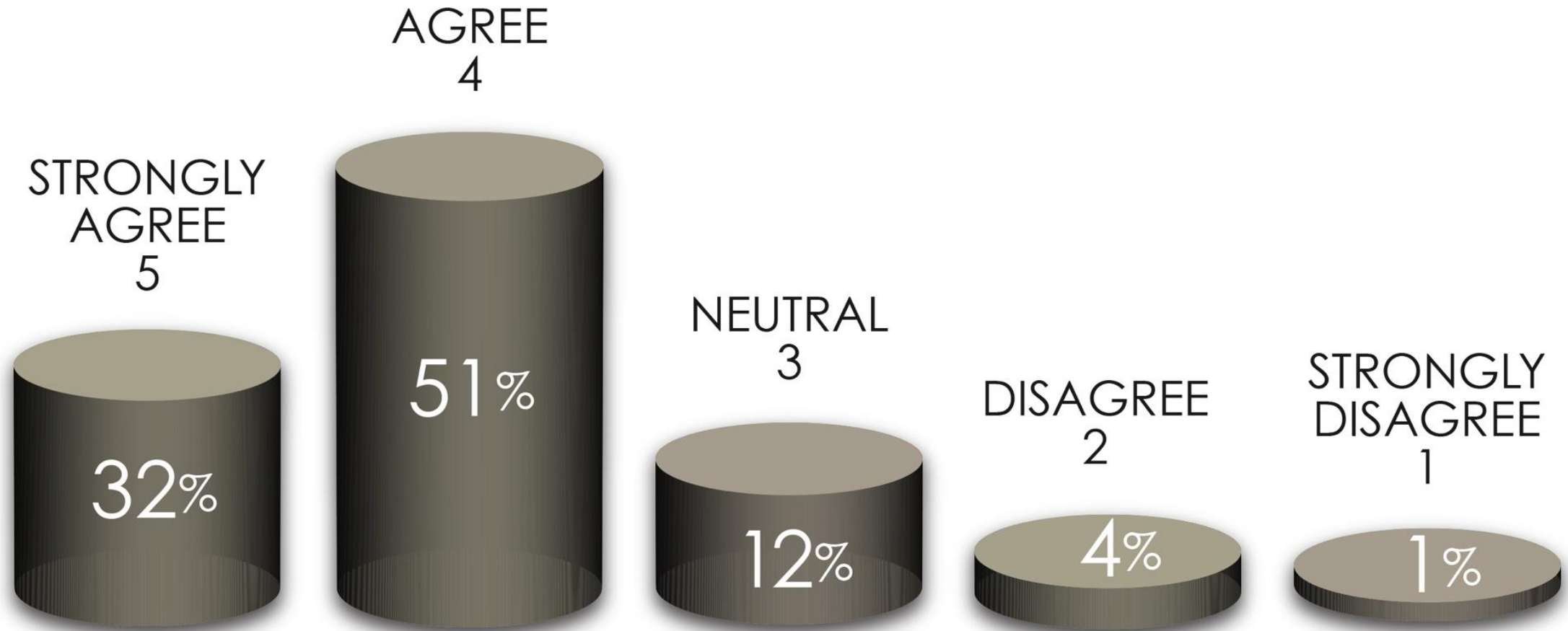
Frequency of Feel at Home in the Community
Percent of Customers

CUSTOMERS WHO FEEL AT HOME WHEREVER THEY ARE IN THE COMMUNITY



Feel at Home Wherever I am in the Community
Percent of Customers

CUSTOMERS WHO FEEL AT HOME IN THEIR PRIVATE RESIDENCE IN THE COMMUNITY



I Feel at Home in My Private Residence
Percent of Customers

Why is feeling at home important?

CUSTOMERS WHO **RECOMMEND** THEIR COMMUNITY TO FRIENDS BY FEEL AT HOME GROUP

I AM HOME



78%

SORT OF HOME



29%

NOT HOME



6%

Percent of Independent Living Customers

I Am Home = 25.3%

Sort of Home = 60.3%

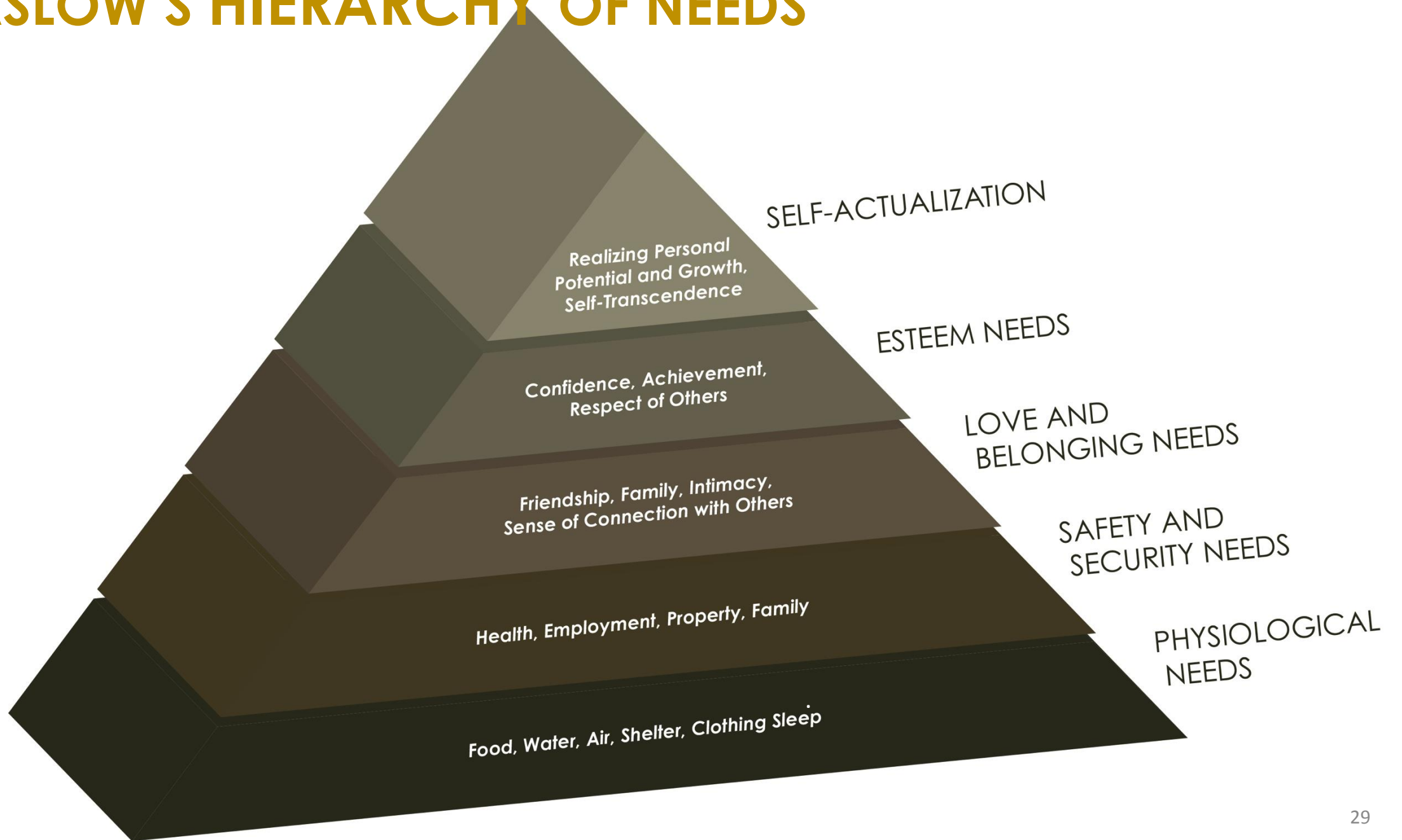
Not Home = 14.3%

Feel at Home Group

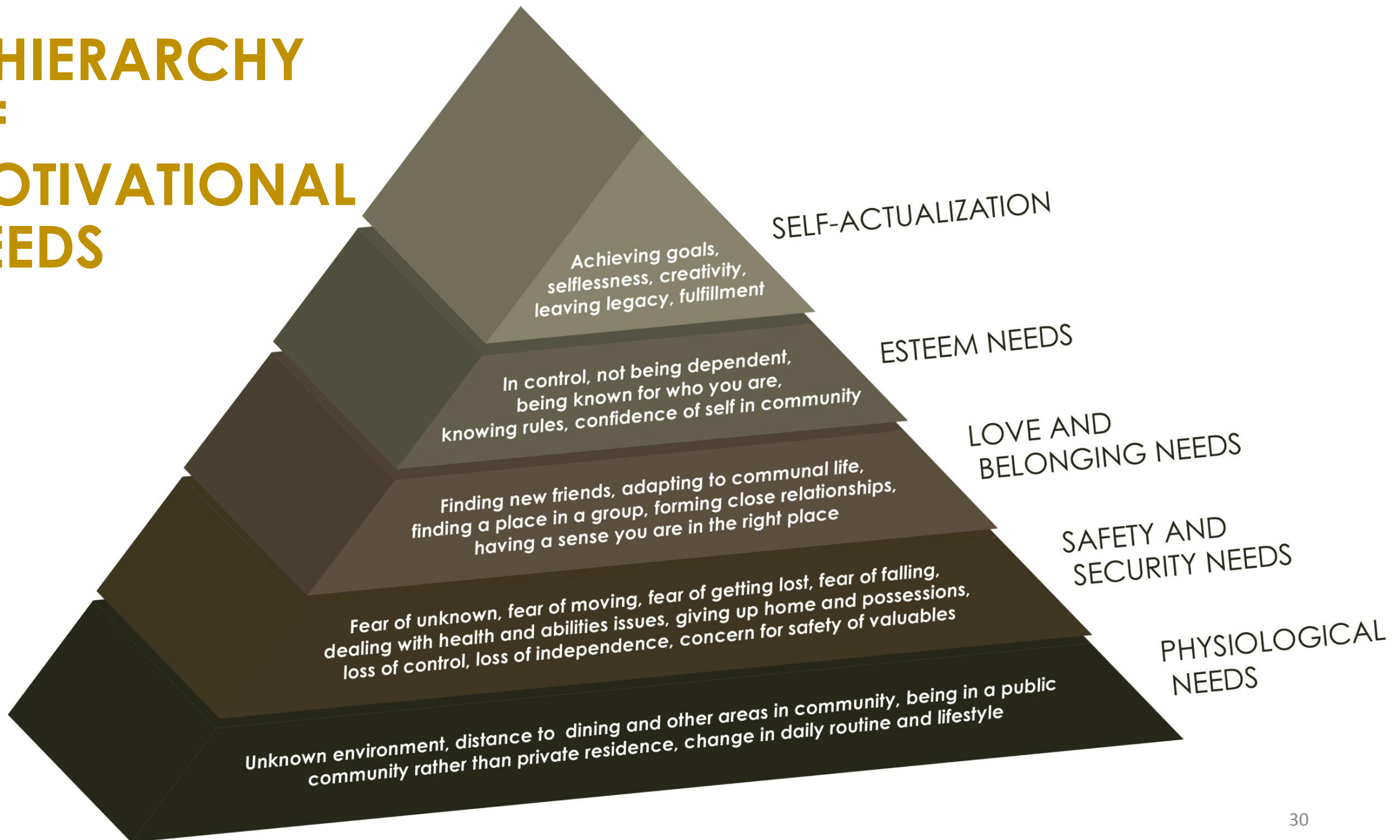
Percent of Respondents Who Would Recommend

It impacts the bottom line, **but...**?

MASLOW'S HIERARCHY OF NEEDS



IL HIERARCHY OF MOTIVATIONAL NEEDS



The Hierarchy of Needs Within the Independent Living Environment

Bottom of Pyramid

Titles	Maslow Descriptors	Life in Independent Living Community
Physiological Needs First Level Lowest	<ul style="list-style-type: none">• Food• Water• Shelter• Clothing• Sleep	<ul style="list-style-type: none">• Moving to an unknown environment• Choosing, packing, moving, unpacking, and storing items in new residence – then remembering if you brought it and where it is• Adjusting to a new residence• Not being responsible for one's meals or housekeeping• Adjusting to a schedule• Maintaining a comfortable temperature in residence• Managing incontinence issues in a communal environment• Physical stamina and strength – ability to walk to dining room• Physical limitations and navigating a new environment• Being in public instead of private• Experiencing the innate need to preserve sense of self

Titles	Maslow Descriptors	Life in Independent Living Community
Safety and Security Needs Second Level	<ul style="list-style-type: none"> • Health • Employment • Property • Family 	<ul style="list-style-type: none"> • Fearing the unknown • Fearing the move to independent living/assisted living • Fearing getting lost in new place • Fearing falling, tripping, walking in new areas and on different floors • Fearing not doing the right thing in the community • Having a sense of abandonment by family • Feeling safe in residence • Recovering from illness, injury • Concern about ability to take care of oneself • Disagreeing with family relative to move • Giving up home and possessions • Losing sense of control • Losing sense of privacy • Losing independence • Having to trust strangers (employees) • Worrying about safety of valuables • Worrying about spending money • Worrying about running out of money • Worrying about having to move again • Fearing being ill or dying among strangers

Titles	Maslow Descriptors	Life in Independent Living Community
Love and Belonging Needs Third Level	<ul style="list-style-type: none"> • Friendship • Family • Intimacy • Sense of connection with others 	<ul style="list-style-type: none"> • Forming connections with strangers • Remembering names • Making new friends • Feeling comfortable with group life • Finding people with similar interests and backgrounds • Finding a place in a group • Forming close relationships for mutual support • Knowing this is the right place • Having a sense of belonging
Esteem Needs Fourth Level	<ul style="list-style-type: none"> • Confidence • Achievement • Respect of others 	<ul style="list-style-type: none"> • Being in control • Not feeling dependent on others • Knowing rules of community life • Knowing people • Being known • Being known for your contributions • Being known for capabilities • Respecting rules while maintaining a sense of identity and independence (not just another “number”)

Titles	Maslow Descriptors	Life in Independent Living Community
Self-Actualization Fifth Level Highest	<ul style="list-style-type: none">• To become everything one is capable of becoming.• To realize and use full potential, capacities, and talents	<ul style="list-style-type: none">• Doing something to help someone else• Sharing knowledge/wisdom with others• Being creative - writing, drawing, painting, volunteering, promoting community to friends, hosting a welcoming party• Experiencing spiritual enlightenment• Achieving personal goals• Learning something new• Improving/increasing physical capacity – from walking 10 feet after surgery, to walking 10 miles• Leaving a legacy• Having a sense of fulfillment• Being content

CUSTOMERS WHO COMMENTED ON WHAT MAKES A PLACE FEEL LIKE "HOME"

What makes a place feel like "home" to you?	At Home Group		
	I'm Home	Sort of Home	Not Home
Friendly people, being with friends	25%	25%	21%
Having my own belongings, furniture	15%	17%	11%
Friendly and/or caring staff	14%	10%	6%
Feeling of comfort	7%	6%	2%
Activities	6%	5%	3%
Atmosphere	5%	5%	4%

Why customers do not feel at home?

WHAT CAUSES YOU NOT TO FEEL AT HOME?

What causes you to feel not at home, even if it is only some of the time?	I'm Home	Sort of Home	Not Home
Difficulty making friends, loneliness, miss friends, nothing in common with others, too many cliques	20%	21%	19%
Miss my previous residence	9%	17%	14%
Miss my family/too far away	8%	6%	4%
Haven't lived here long enough	6%	7%	5%
Miss my yard, garden	6%	3%	2%

PREVALENCE OF CUSTOMERS WHO MENTIONED “CLIQUE” OR “DIFFICULTY MAKING FRIENDS”

Prevalence of Cliques in 126 Communities

	Number with Customers who Mentioned Cliques	Total Number Participating	Percent of Total
Communities	96	126	76%
Companies	20	21	95%

Mom eventually found her crowd
(they dress well, they are fairly healthy, and mobile)
but they have become a closed clique
and are what I term, “the mean girls”.

Who are incredibly critical of others who
aren't as fashionable or healthy as they are.

*I used to think the
worst thing in life was
To end up all alone.*

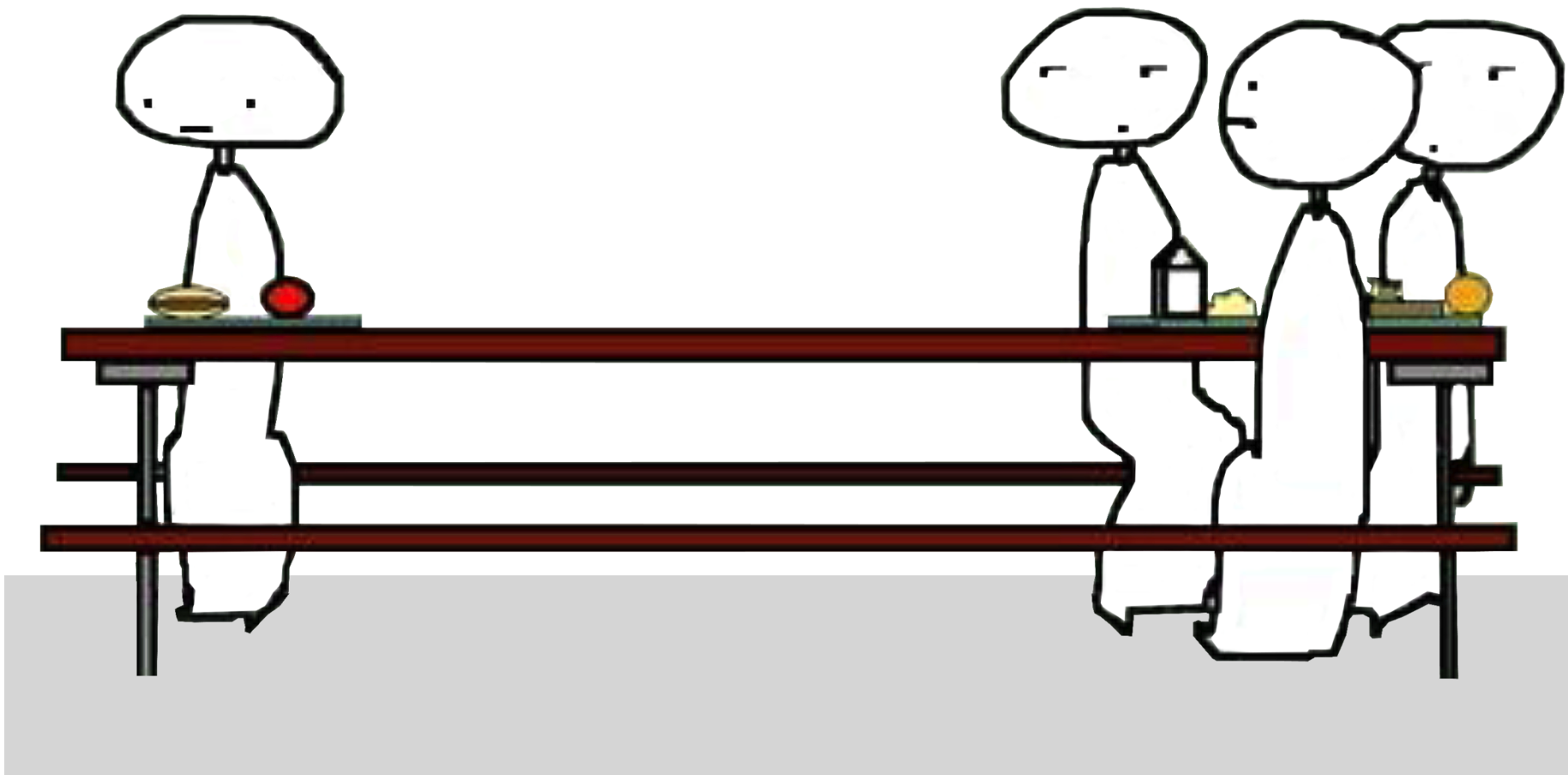
It's not.

*The worst thing in life
is to end up with
people that make you
feel all alone.*

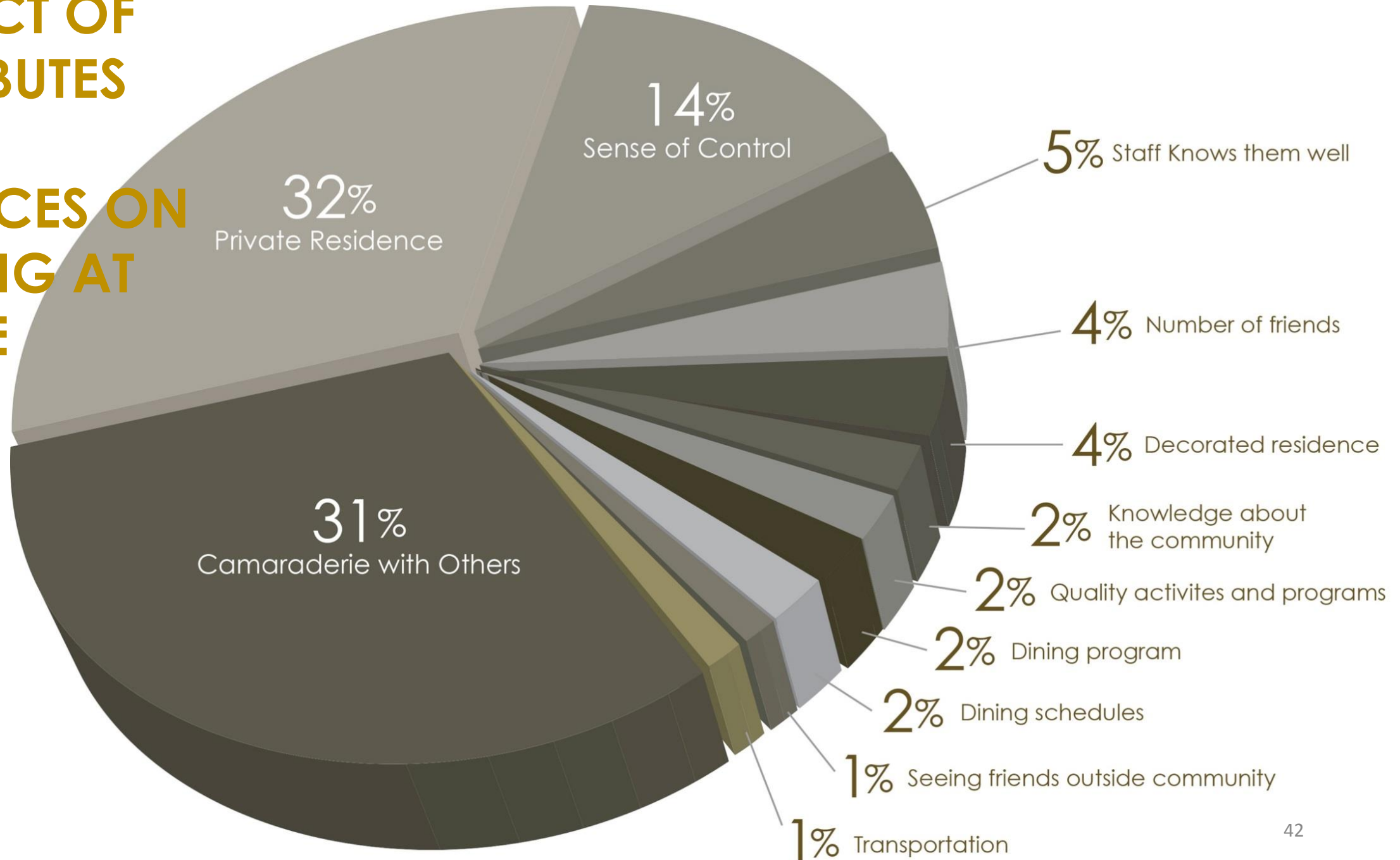
Robin Williams, Actor



WHY CLIQUES NEED TO BE COACHED

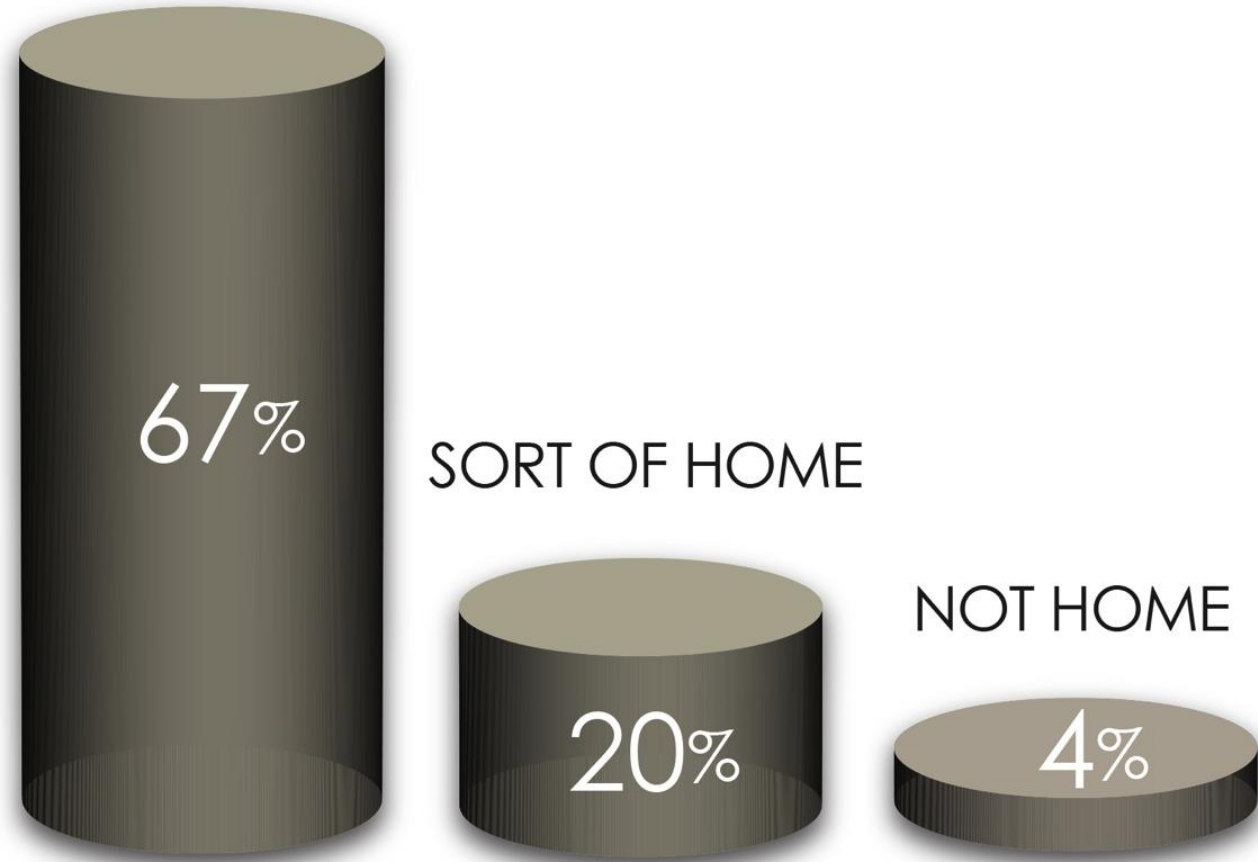


IMPACT OF ATTRIBUTES AND SERVICES ON FEELING AT HOME



1. Residence

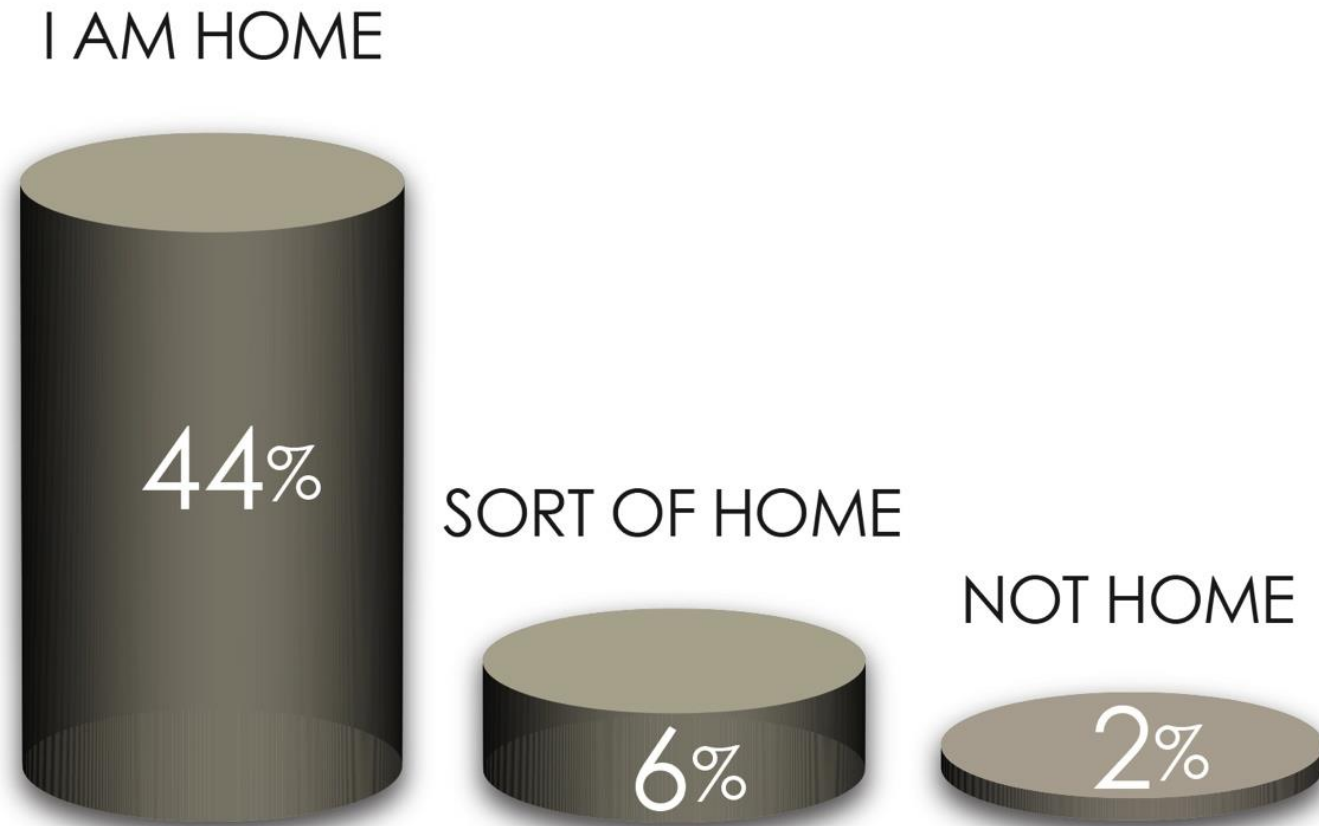
CUSTOMERS VERY SATISFIED WITH THEIR RESIDENCE
IN THE COMMUNITY I AM HOME



Feel at Home Group
Percent Very Satisfied with Residence

2. Camaraderie

CUSTOMERS WHO HAVE A STRONG SENSE OF CAMARADERIE WITH OTHERS IN THE COMMUNITY

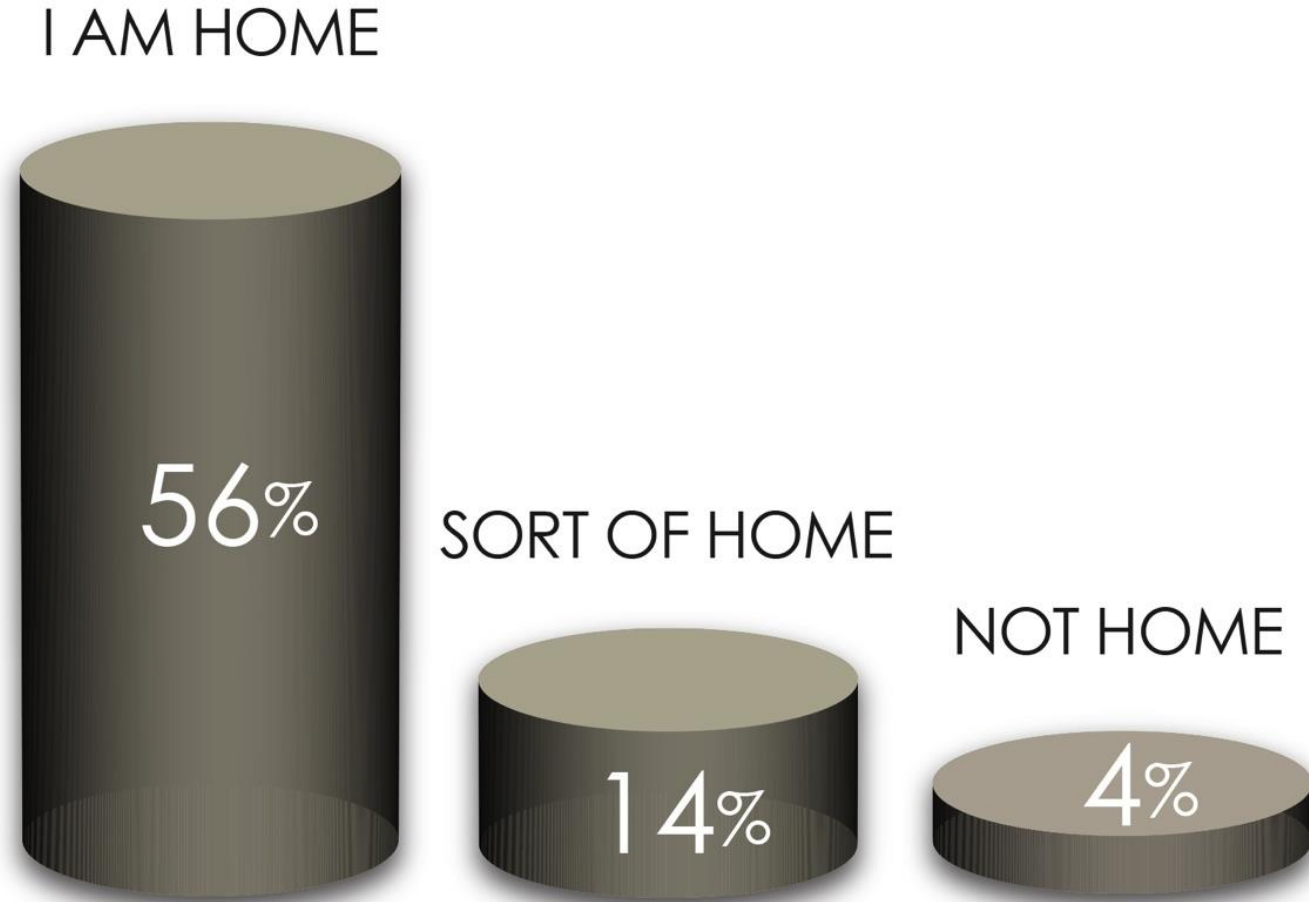


Feel at Home Group

Percent Who Have a Strong Sense of Camaraderie

3. Control

CUSTOMERS WHO ARE VERY SATISFIED WITH THEIR SENSE OF CONTROL



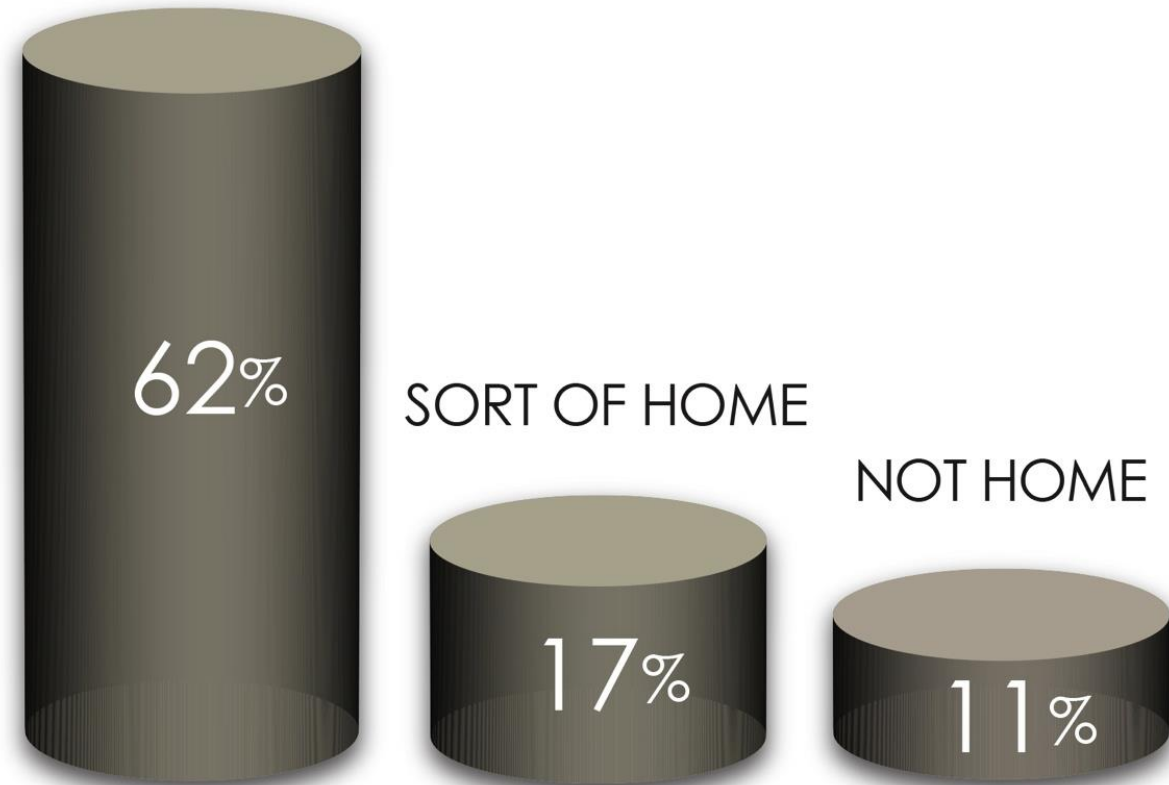
Feel at Home Group

Percent Very Satisfied with Sense of Control

4. Staff know them

CUSTOMERS WHO STRONGLY AGREED THE STAFF KNOWS THEM WELL

I AM HOME



Feel at Home Group

Percent Who Strongly Agreed the Staff Knows Them Well

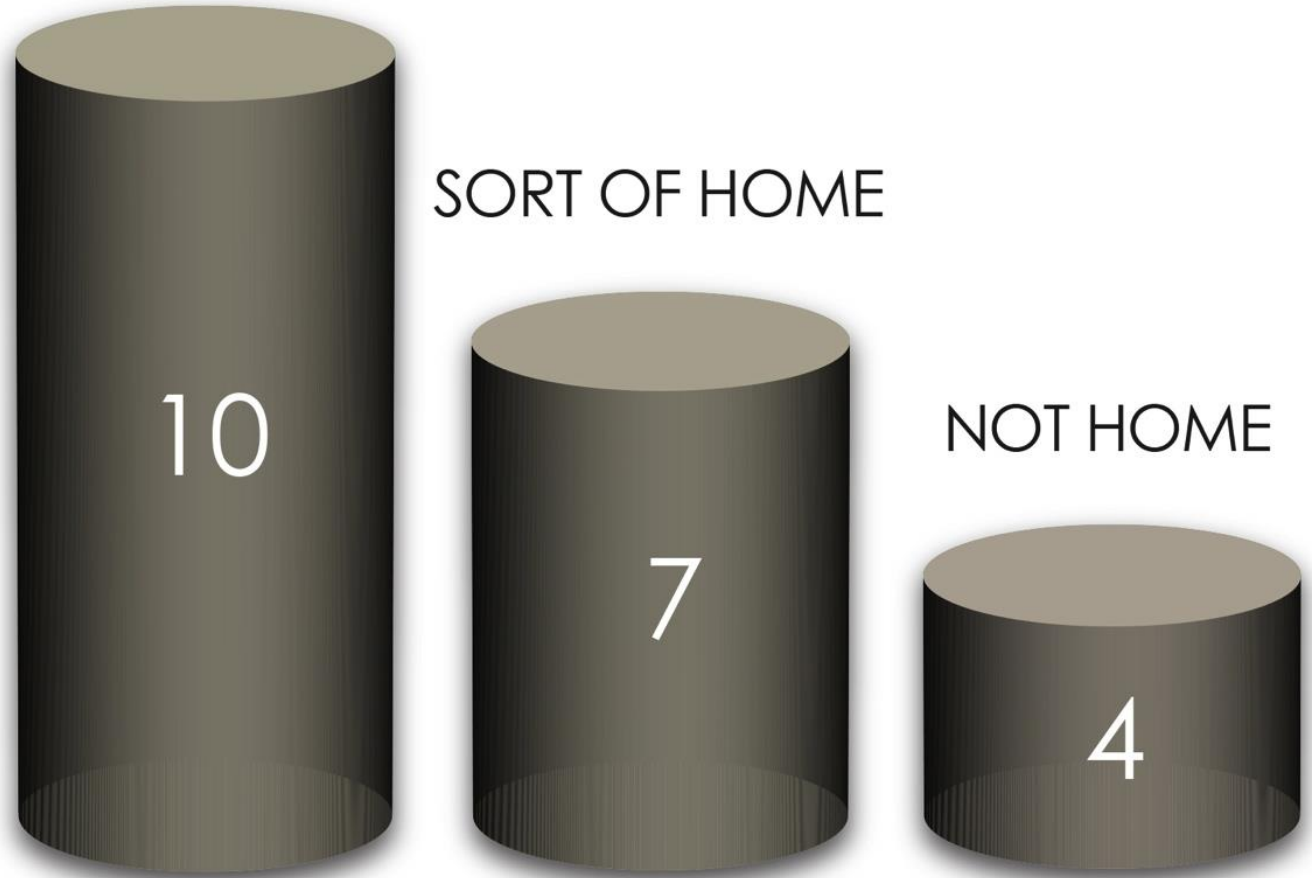
5. Friends

CUSTOMERS' NUMBER OF CLOSE FRIENDS IN THE COMMUNITY

I AM HOME

SORT OF HOME

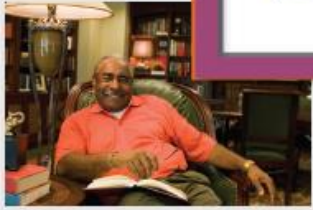
NOT HOME



Feel at Home Group
Number of Close Friends

More of our customers **can** feel at home.

You **must** help your customers **find home**.



Unlocking the Mystery Behind
Very Satisfied Independent Living Customers:

Make Them "Feel at Home"

American
Seniors
Housing
Association

www.seniorshousing.org

202-237-0900

Tell them Colorado Leading Age

A few last words