

MOMENTUM 2022 Annual Conference and Trade Show · August 30 – September 1, 2022 **LeadingAge Ohio**

From Care to Engagement - Embracing the New Value Proposition

Tuesday, August 30 | 3:00 pm to 4:15 pm

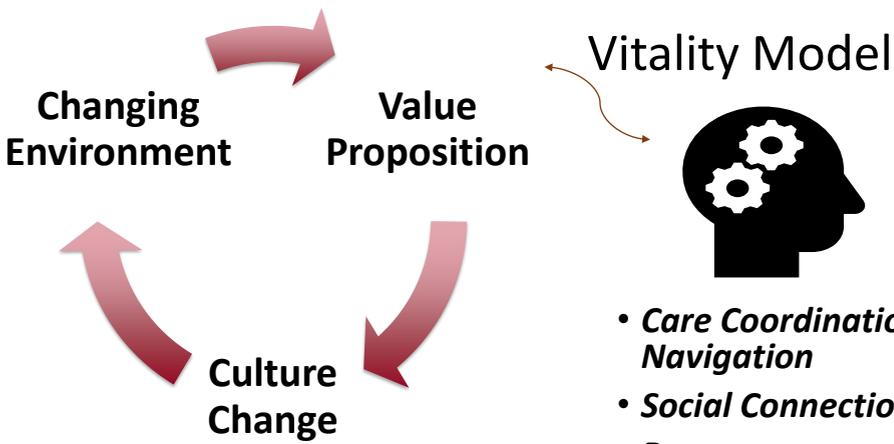
John Franklin



PEARL CREEK
ADVISORS, LLC

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Changing Environment → **Value Proposition**

Value Proposition → **Culture Change**

Culture Change → **Changing Environment**

Vitality Model



- *Care Coordination and Navigation*
- *Social Connection*
- *Purpose*
- *Agency*

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What can COVID-19 teach us about marketing Life Plan Communities?

Part One
John Franklin | May 2020

The need for social connection is embedded in our DNA. We will do extraordinary things to feel connected, to belong. One thing we have learned from COVID-19: People over the age of 65 are especially vulnerable. Across the nation, this population has been encouraged to self-isolate to protect their health, to stay alive. While on a walk nearby, one of my sons mentioned that an elderly couple, who live across the street from him, had grandchildren over for a visit. The three grandchildren ran out of the car and hugged their grandparents. My son could not understand why the couple would put themselves at risk to see their grandchildren. "The grandchildren will always be around," he argued. "Why put yourself at risk of contracting the disease and never seeing your grandchildren grow up?" There is only one answer: An insatiable desire for social connection.

This is not news. It's the central need in Abraham Maslow's Hierarchy of Needs pyramid, developed in the 1950s. Sandwiched between the basic needs of the bottom and aspirational needs at the top, Maslow concluded that humans need to feel a sense of belonging and acceptance among social groups. Without belonging, people become susceptible to loneliness, social anxiety and depression. As Maslow predicted, this need for belonging is as great today as when Maslow's physiological and security needs.

So, what can this season of forced isolation teach us about promoting social connection as a core value proposition of Life Plan Communities? Can COVID-19 help us re-examine how we approach our prospects and how we position our communities in the market to become even stronger? Let's start the conversation.



John Franklin
Founding Principal, Pearl Creek Advisors

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The Future Has Arrived Faster

- COVID-19 has accelerated the necessity to change to a new culture
- Has accelerated the change from a "Care Model" to an "Engagement Model" or "Vitality Model".

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A Case Study into the Future

- Pandemic affirmed the vision for future
- Design blends areas for socialization with other amenities
- Created an in-house operating platform that includes Smart Home Systems, and Wearables that monitor vitals that are integrated
- A robust Telehealth platform partnering with local health systems
- Will leverage its technology to grow its middle market brand. This gives members what they want - better healthcare coordination and navigation, and more connection and engagement.
- Billy Jean King - "That is what Atria is about - being connected to others."

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"There are public-health consequences of loneliness, isolation and loss of connection to a beloved person that may be equally devastating as COVID-19" – Wall Street Journal, August 2020

Senior Living Industry is Now More Aware

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Healthcare Coordination and Navigation

The New Value Proposition - Vitality

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Care Model - U.S. Health System is an Obstacle

2x \$\$

The U.S. spends more – nearly twice the OECD average country – yet has the lowest life expectancy and highest suicide rates of the 11 countries.

2x higher

The U.S. had the highest chronic disease burden, and an obesity rate that is twice as high as the OECD average.

Deaths

Compared to peer nations, the U.S. has the highest number of hospitalizations from preventable causes and the highest rate of avoidable deaths.

- Compared to peer nations, the U.S. spends the least on social programs
- U.S. does not incent system to focus on social determinants of health

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The Importance of Healthcare Coordination

Health outcomes depend majorly on SDOH and treatment adherence

70% of health is explained by social factors, environment and lifestyle

Socioeconomic Factors

- Education
- Job Status
- Family/Social Support
- Income
- Community Safety

Physical Environment

- Buildings

Health Behaviors

- Tobacco Use
- Diet & Exercise
- Alcohol Use
- Sexual Activity

Health Care

- Access to Care
- Quality of Care

50% can be traced back to your zip code!

Only 20% include those moments in a healthcare environment

Source: Institute for Clinical Systems Improvement, *Going Beyond Clinical Work: Solving Complex Problems* (October 2018)

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Case Study in Virginia



Williamsburg Landing®

Vision:
Living Fully Beyond Ageism

Mission:
As an innovative, nonprofit Life Plan Community, Williamsburg Landing offers a full spectrum of opportunities to foster independence, connection and security




- Established in 1985
- Entrance Fee Type C
- 539 residents
- Full Occupancy with waiting list
- 18-member Board of Directors, 2 resident voting members 5 Year CARF Accreditation
- Adult Day Services, Assisted Living, Independent Living, Long-Term Care, Memory Support, Short-Term Rehabilitation, Skilled Nursing

- Before COVID, began a cultural change
- Adopted servant leadership culture
- Established “I Care Leadership Academy”

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Care Coordination at Williamsburg Landing

2017	Hired first care navigator
2020	Hired 2 nd care navigator during pandemic
2021	Conducted all baseline assessments on all independent living residents

Different plans for different parts of community

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Caring Wire - A Digital Platform

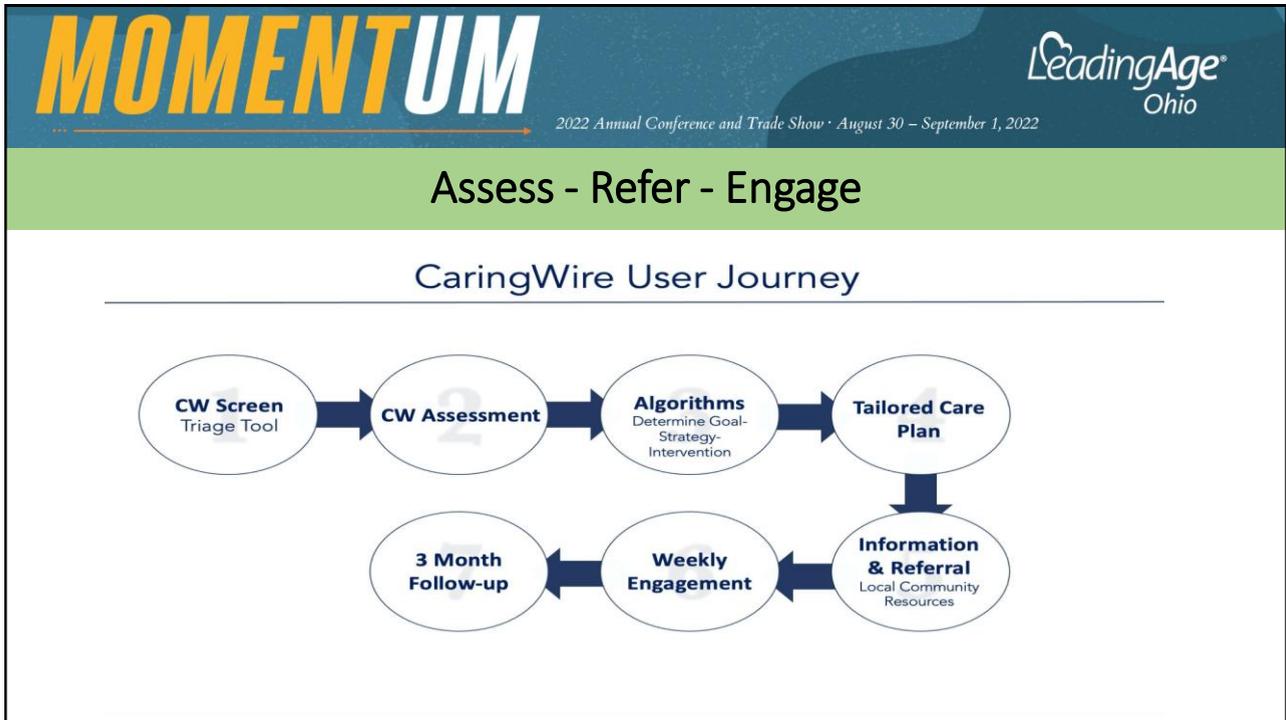
Teamwork and collaboration every step of the way.

Matching end-users who are socially isolated with customized suggestions, tailored to meet their specific needs, interests, and abilities, in one seamless end-to-end experience

The diagram illustrates the CaringWire digital platform as a central hub with six interconnected service areas: Digital Assessment (top), Customer Support (top-left), Shared Connection (bottom-left), Care Coordination (bottom), Education / Tutorials (bottom-right), and Support / Services / Technology (top-right). Each service is represented by an icon and connected to the central CaringWire logo.

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Williamsburg Landing Results

- Developed Comprehensive Assessment Tool
- 354 assessments completed in ten months
- Resulting in 22 transfers to higher levels of care
- Assisted Care Navigators in creating a coordinated care plan and **allowed discussions to occur**

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Case Study in Boston

2Life's mission:
Serving everyone who is underserved



2Life
COMMUNITIES
Age affordably. Live well.

- ▶ 1,320 affordable apartments, 5 campuses
- ▶ 1,600 older adults from 30 countries, median annual household income \$12,000
- ▶ Programs to engage everyone **in community**, support long tenures
- ▶ Strong **advocate** for *aging in community*

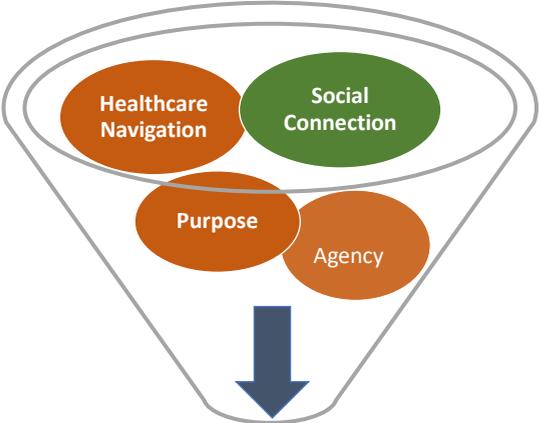
- Created New Position
- Responsible for connection and care of 75 residents
- Have become trusted advocates for residents

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Social Connection



The New Value Proposition

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Importance of Social Connection Has Been Validated

- **National Geographic Blue Zone Study**
 - Diet, Lifestyle, and **social connection** key to living longer and healthier lives
- **Harvard Longitudinal Study**
 - No. 1 factor to longevity, health and happiness – **social connection**
- **Mather Study**
 - **Social Wellness** most impacted by Life Plan Communities
- **Great Britain identified social isolation as a national crisis**
 - Created Minister of Loneliness to combat **social isolation**

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43%
of seniors¹

feel lonely
on a regular
basis.

There is a
45%
increased
risk of
mortality¹

in seniors
who report
**feeling
lonely.**

Similar to
smoking
15
cigarettes
a day²

Loneliness is more dangerous than
obesity and as damaging to health
as **smoking** 15 cigarettes a day.

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Concealment is an Issue

“Eleanor Rigby, picks up the rice in the church where a wedding has been. Lives in a dream.
 Waits at the window, wearing the face that she keeps in a jar by the door. Who is it for?
 All the lonely people, where do they all come from? All the lonely people, where do they all belong?”

Songwriters: John Lennon / Paul McCartney (1966)
 Eleanor Rigby lyrics © Sony/ATV Music Publishing LLC

All The Lonely People, a [film on loneliness and isolation.](#)

<https://www.ministerloneliness.com/>



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Williamsburg Landing - Unique Ways To Engage



**Meet TEMI...
Our Robotic
Companion!**





**Cycling
Without
Age**

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How to Embrace Social Connection as a Value Proposition

<https://www.pearlcreekadvisors.com/pearl-creek-white-papers>

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Purpose

The New Value Proposition

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Maslow's Hierarchy of Needs

Self-actualization	Making a Difference, Learning and Development, Aligning Personal Vision
Esteem	Recognition, Respect, Empowerment, Having a Voice, Being Trusted, Training
Love and belonging	Team Building, Employee Events, Community, Connections, Everyday Friendliness
Safety needs	Employment, Health benefits, Personal Safety, Safe Transportation, Policies
Physiological needs	Housing, clothing, food, enough hours

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Purpose - We **Need** to Be Aware of Our Blind Spots



A True Story

- Community hires firm to perform "Engagement Survey"
- Survey measures resident engagement in:
 - being heard
 - being connected
 - being fulfilled
- Small preliminary survey completed
- Results were surprisingly not good
- Community cancels full survey

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Embracing Purpose as a Value Proposition

Introducing
Opus
Communities
by 2Life

A new model for the
middle market



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Turn the old model on its head

- Locate in vibrant communities
- A la carte small increments of care
- Meaningful volunteerism
- Scale to provide programs and services



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Volunteerism and Purpose

- We believe that Opus will be a more authentic and connected community because it's founded on volunteerism
 - Volunteerism counters the effects of stress
 - It combats depression
 - It creates connection and opportunities for friendship
 - Giving makes you happier and healthier
 - Volunteering provides a sense of purpose – an essential component of longevity



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Value Proposition for Opus

Current Senior Living Market Options	Opus by 2Life
Larger apartments with high-end finishes	Moderate sized apartments with nice finishes
Pool, spa, multiple restaurants and other amenities on site	Flexible community spaces , cafe and community partnerships
High staffing to offer catered lifestyle	Resident-driven programs and volunteerism
Expensive AL and SNF facilities; resident moves to the care	Care comes to the resident's apartment ; small increments, care navigation, safety net
Formal dining	Flexible and creative culinary program

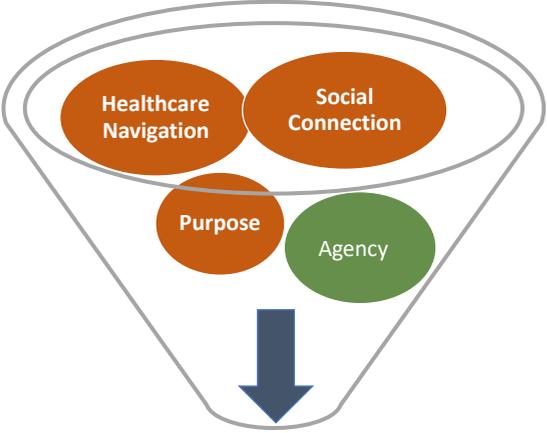
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The New Value Proposition

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Continuum of Provider-Directed to Citizenship Model

Provider Directed	Staff Centered	Person Centered	Person Directed	Citizenship
<p>Mgmt. makes most of the decisions with little conscious consideration of the impact on residents and staff.</p>	<p>Staff consult residents or put themselves in residents' place while making the decisions.</p>	<p>Resident preferences or past patterns form basis of decision making about some routines.</p>	<p>Residents make decisions every day about their individual routines. When not capable of articulating needs, staff honor observed preferences and lifelong habits.</p>	<p>Residents have influence on the community, they are problem solvers, share responsibility for each other, they are expected to contribute.</p>
<p>Residents accommodate staff preferences; are expected to follow existing routines.</p>	<p>Residents accommodate staff much of the time—but have some choices within existing routines and options.</p>	<p>Staff begin to organize routines in order to accommodate resident preferences—articulated or observed.</p>	<p>Staff organize their hours, patterns and assignments to meet resident preferences.</p>	<p>Organization & staff support people to exercise autonomy, connection and well-being, and work to remove systemic barriers.</p>

Low

Continuum of Person-Directedness

➔

High

Developed by Mary Tess Crotty, Genesis HealthCare Corp, based on the model by Susan Misorski and Joanne Rader, distributed at the Pioneer Institutes, 2005.

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Case Study in Seattle





Horizon House

- ~475 units w/375 IL
- Entrance Fee Life Plan
- Full Occupancy w/3 year waiting list w/50%+ only considering Horizon House
- 76% Net Promoter Score
- Citizenship Model
 - No Activity Coordinator
 - ~50 programs per month
 - Avg resident attends 14 events
- >75% of Residents believe Vitality has Increased



“While I had been in Seattle almost my whole life, I never had a hometown until living at Horizon House.”

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Williamsburg Landing Changed Culture

Values:

Passion for life and our mission

Respect for the dignity of all individuals and the choices they make

Integrity as a hallmark of both our individual and organizational character

Diversity welcomed within a safe and inclusive community

Excellence as our standard while innovating for continuous improvement



Adopted servant leadership as cultural foundation

Established the “I Care Leadership Academy”

“Culture Eats Strategy For Breakfast”

.....Peter Drucker

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Greg Storer - “Why we Suck at Change”

Fear Runs very deep

- It is firmly rooted in our brain.

Identify **Why** you want to change.

What do you want to change?

- Start Small
- Make that small thing, not the ultimate change, your goal

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Williamsburg Landing - Four Tenets of Leadership

<p style="font-weight: bold; margin-bottom: 10px;">Leaders <u>Serve</u></p> <ul style="list-style-type: none"> • Put others first • Focuses on the growth and care of others <p style="font-weight: bold; margin-top: 20px;">Leaders <u>Inspire</u></p> <ul style="list-style-type: none"> • Builds and reinforces trust • Connects & is empathetic 	<p style="font-weight: bold; margin-bottom: 10px;">Leaders <u>Collaborate</u></p> <ul style="list-style-type: none"> • Collaborates across departments • Pulls others in as part of a continuum of leadership across the organization <p style="font-weight: bold; margin-top: 20px;">Leaders <u>Initiate</u></p> <ul style="list-style-type: none"> • Causes things to begin • Takes ownership
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