

# Chicken Little – The Optimist



---

---

---

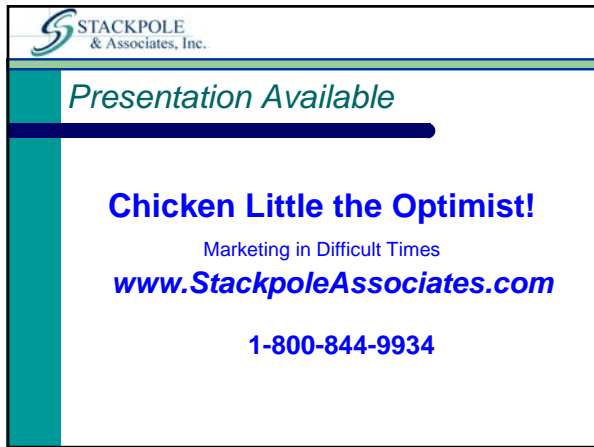
---

---

---

---

---



---

---

---

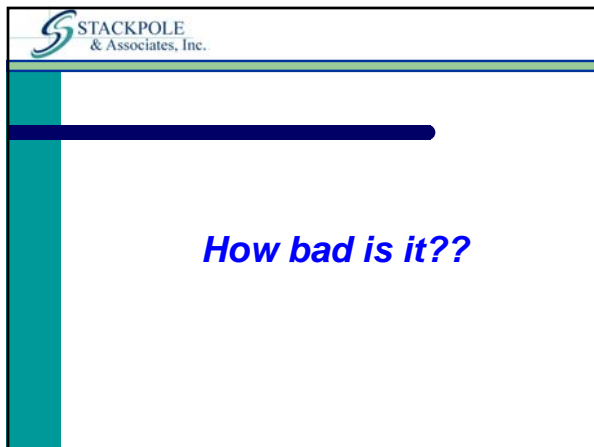
---

---

---

---

---



---

---

---

---

---

---

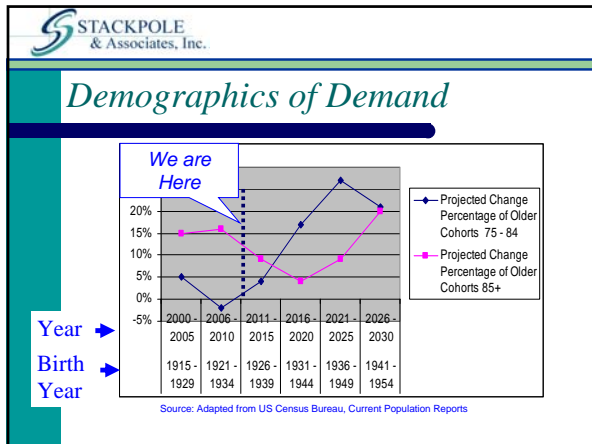
---

---

**Stackpole & Associates, Inc.**

1018 Beacon Street, Brookline, Massachusetts 02446 ph 617-739-5900 toll free 800- 844-9934 [www.StackpoleAssociates.com](http://www.StackpoleAssociates.com)

# Chicken Little – The Optimist




---

---

---

---

---

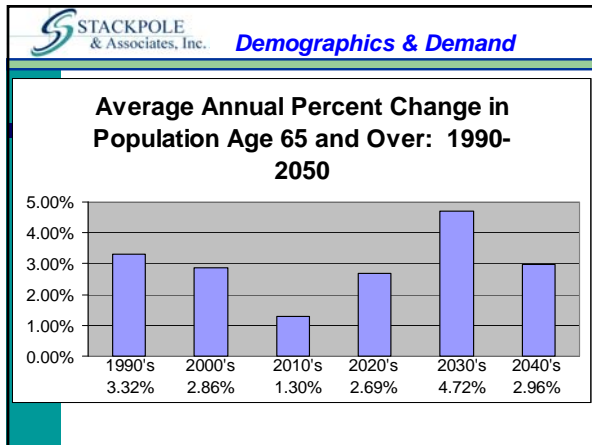
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

- 
- Market Conclusions**
- The market size is static right now
  - Disability rates are ↓
  - There are more options
  - Acuity (ADLs & IADLs) for consumers ↑
  - And on the **Supply** side...
  - Inventory of product is mixed
    - Somewhat old

---

---

---

---

---

---

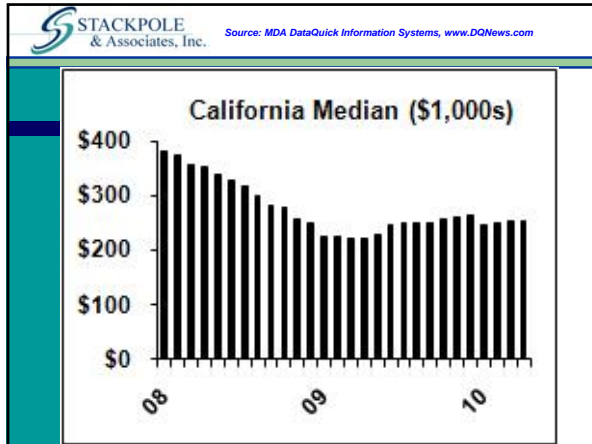
---

---

---

---

# Chicken Little – The Optimist




---

---

---

---

---

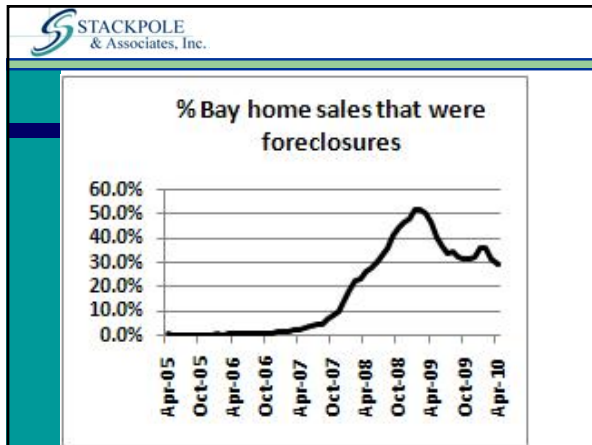
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

	Sales Volume			Median Price		
	9-Apr	10-Apr	%Chng	9-Apr	10-Apr	%Chng
Alameda	1457	1319	-9.50%	\$289,197	\$350,000	21.00%
Contra Cost	1,699	1,635	-3.80%	\$225,000	\$273,000	21.30%
Marin	174	245	40.80%	\$585,000	\$659,000	12.60%
Napa	99	104	5.10%	\$315,000	\$335,000	6.30%
Santa Clara	1,606	1,656	3.10%	\$405,000	\$489,000	20.70%
San Francis	402	428	6.50%	\$628,500	\$692,500	10.20%
San Mateo	444	556	25.20%	\$520,000	\$580,000	11.50%
Solano	717	591	-17.60%	\$180,000	\$202,000	12.20%
Sonoma	541	469	-13.30%	\$290,000	\$318,000	9.70%
Bay Area	7,139	7,003	-1.90%	\$304,000	\$370,000	21.70%

---

---

---

---

---

---

---

---

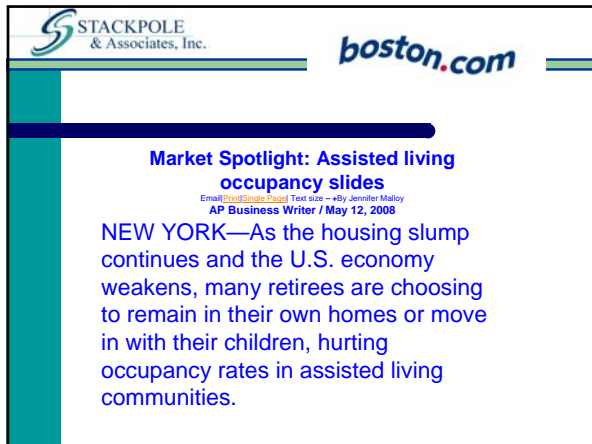
---

---

## Stackpole & Associates, Inc.

1018 Beacon Street, Brookline, Massachusetts 02446 ph 617-739-5900 toll free 800- 844-9934 www.StackpoleAssociates.com

# Chicken Little – The Optimist



STACKPOLE & Associates, Inc. **boston.com**

**Market Spotlight: Assisted living occupancy slides**  
Email [Send Slide Page](#) Text size - + By Jennifer Malloy  
AP Business Writer / May 12, 2008

**NEW YORK**—As the housing slump continues and the U.S. economy weakens, many retirees are choosing to remain in their own homes or move in with their children, hurting occupancy rates in assisted living communities.

---

---

---

---

---

---

---

---



ABOUT US CONTACT US MEDIA KIT REEL BOOKSTORE SUESCREEN LOGIN RSS SEARCH

NATIONAL REAL ESTATE **Investor** OLD REPUBLIC TITLE

Property Types - Finance & Investment - Brokerage - Research - City Reviews - Environment

Home » **Seniors Housing** » Assisted Living Avoids Big Slide in Occupancy Amid Housing Downturn

**Assisted Living Avoids Big Slide in Occupancy Amid Housing Downturn**

Jul 27, 2009 2:07 PM, By Jane Adler

**ARTICLE TOOLS**  
BOOKMARK EMAIL  
SAVE PRINT  
REPRINT

**LATEST NEWS**  
Savvy Retailers Capitalize on Troubled Centers

BrighMow Concord River, Billerica, Mass.

---

---

---

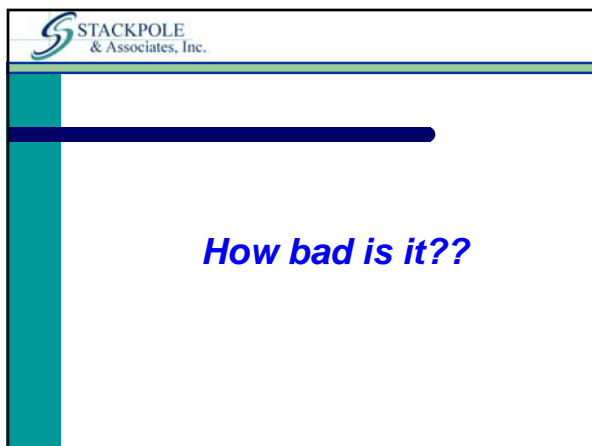
---

---

---

---

---



STACKPOLE & Associates, Inc.

**How bad is it??**

---

---

---

---

---

---

---

---

# Chicken Little – The Optimist

STACKPOLE & Associates, Inc.

The end is near.

**Choices**

- Externalize specifically
- Externalize globally
- Internalize specifically
- Internalize globally

---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

**The question of the moment!**

What are we doing to market and sell our way out of this??

---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

**Today's Presentation**

**Marketing**

**Low / No Budget**

- Leverage employees
- Educate the community
- Testimonials
  
- What would Google do?

---

---

---

---

---

---

---

---

# Chicken Little – The Optimist

 STACKPOLE & Associates, Inc.

---

## 1- Leverage Employees

- **Employees As Competitive Advantage**
  - Loyal Employees → Loyal Customers
  - Word of Mouth Marketing → ↑ Referrals
  - Loyal Employees → Recruitment Magnet
- **Employees As Operational Advantage**
  - ↑ Loyalty → ↓ Recruitment Costs
  - ↑ Loyalty → ↓ Agency Costs
  - ↑ Loyalty → ↓ Management Costs

---

---

---

---

---

---

---

---

### Linking Resident Satisfaction to Staff Perceptions of the Work Environment in Assisted Living: A Multilevel Analysis

Elzbieta Sikorska-Simmons, PhD  
Address correspondence to Dr. Elzbieta Sikorska-Simmons, Department of Sociology and Anthropology, P.O. Box 25000, University of Central Florida, Orlando, FL 32816-1360, E-mail: [esikorsk@mail.ucf.edu](mailto:esikorsk@mail.ucf.edu)  
Received October 28, 2005.  
Accepted April 5, 2006.

#### Abstract

**Purpose:** This study examines the relationship between resident satisfaction and staff perceptions of the work environment in assisted living. Staff perceptions were assessed at the facility level, using aggregate measures of staff job satisfaction, organizational commitment, and views of organizational culture. **Design and Methods:** The sample included 335 residents and 298 staff members in 43 assisted living facilities. Data were collected by means of self-administered questionnaires. Two-level hierarchical linear models were used to test the hypotheses. With resident age, gender, and education controlled for, the relationships between resident satisfaction (Level 1 variable) and staff perceptions of the work environment (Level 2 variables) were assessed. **Results:** Greater resident satisfaction in the facility was associated with higher staff job satisfaction and more positive staff views of organizational culture (e.g., greater teamwork and participation in the decision making). From resident characteristics, only education was significantly related to satisfaction. More educated residents were less satisfied with assisted living. **Implications:** These findings suggest that a good quality of work environment for the staff contributes to a better quality of care for the residents. More research is needed to examine the causal nature of this relationship.

---

---

---


---

---

---

---

---

 STACKPOLE & Associates, Inc.

---

## Results: Greater resident satisfaction in the facility [sic] was associated with higher staff job satisfaction and more positive staff views of organizational culture.

---

---

---

---

---


---

---

---

# Chicken Little – The Optimist

STACKPOLE & Associates, Inc.



Cheggergram Want to send a greeting?

---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

## Tactic #1 - About our employees

- Generation Me
  - Entitled
    - Self Esteem is unrelated to actual performance
  - Committed
    - Want to do well while doing good
  - Cynical
    - Cannot make ends meet – no “American Dream”
    - Don’t believe in Social Security – and more



---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

## Tactic #1 - Leverage employees

1. Create a Referral Work Group
  - Not a committee
  - #5 cross functional members
  - Measurable goals
    - #4 referrals / month by \_\_\_/\_\_\_/\_\_\_
  - Don’t meddle

---

---

---

---


---

---

---

---

# Chicken Little – The Optimist

 STACKPOLE & Associates, Inc.

---

## Tactic #1 - Leverage employees

---

1. Create a Referral Work Group
  - Groups pass through:
    - Forming
    - Norming
    - Storming
    - Performing
  - Set goals but don't meddle
  - Altruism & reward

---

---

---

---

---

---

---

---

 STACKPOLE & Associates, Inc.

---

## Tactic #2 - Educate the Community

---

- Find your audiences
  - Where are they
  - What do they need / want to know?
- Develop the message
  - Positive messages "stick"
- Deliver the content
  - Find the channels
  - Develop the relationships & make commitments
  - "Scrapbook" activity & success on your web site
  - Use Web 2.0 channels

---

---

---

---

---

---

---

---

 STACKPOLE & Associates, Inc.

---

## 2 - Educate the Community *cont'd*

---

- Social media marketing
- Select your channel
  - Helpful information – content is critical
- Deliver the content
  - Make the commitment
  - LinkedIn v. Facebook

---

---

---

---

---

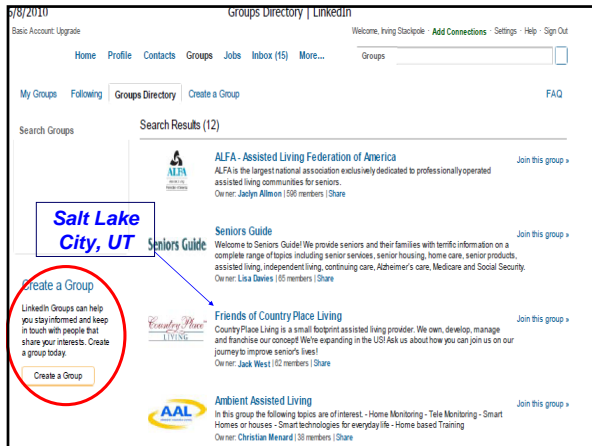
---

---

---



# Chicken Little – The Optimist




---

---

---

---

---

---

---

---

---

---

---

---

**STACKPOLE & Associates, Inc.**

## Tactic #2 – Educate the community

- Get your knowledge out there
  - By-lines / Interviews in local papers
  - Radio & cable TV
  - Social media
- List of local media
  - Contact them – DON'T wait for them
    - Some Do's and Don'ts
- What would Google do?

---

---

---

---

---

---

---

---

---

---

---

---

**STACKPOLE & Associates, Inc.**

## Tactic #3 - Testimonials

- Satisfied & Loyal Customers
  - Loyalty
  - Word of Mouth Marketing
- "Raving Fans" Advantage
  - ↑ Loyalty → ↓ Marketing Costs

---

---

---

---

---

---

---

---

---

---

---

---

# Chicken Little – The Optimist

STACKPOLE & Associates, Inc.

## What's behind an endorsement?

➤ How loyal are our...

- Consumers
- Customers
- Employees

28

---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

## Unhappy Customers & Employees Stay!

**Satisfaction / Loyalty Connection**

A challenge in "threatening" economies

29

---

---

---

---

---

---

---

---

STACKPOLE & Associates, Inc.

## Tactic #3 – Testimonials

- Loyalty: more valuable than satisfaction
  - Measure of Loyalty
  - Willingness to Recommend
  - Actual Recommendations
- Securing testimonials is an excellent measure of attitudinal loyalty
- Use testimonials aggressively

---

---

---

---


---

---

---

---

# Chicken Little – The Optimist

 STACKPOLE & Associates, Inc.

---

Presentation Available at:  
**[www. StackpoleAssociates.com](http://www.StackpoleAssociates.com)**  
**1-800-844-9934**

---

---

---


---

---

---

---

---

 STACKPOLE & Associates, Inc. **Bibliography**

---

- Albrecht K. and Zemke, R. Service America. New York: Warner Books, Inc., 1985
- Berkeley Rice. "Why some doctors get sued more than others." Medical Economics Jul. 11, 2003;80:73.
- Chase, R & Dasu, S. "Want to perfect your company's services?: Use behavioral science." Harvard Business Review, June, 2001.
- Cialdini, R. Influence: Science and practice. New York: Quill, 2001
- Comparison of Claims Data in Long-Term Care: January 1996 through March 2005. CNA HealthPro, Chicago, Illinois. [www.cna.com](http://www.cna.com)

---

---

---


---

---

---

---

---

 STACKPOLE & Associates, Inc. **Bibliography**

---

- Deming, WE, Out of the Crisis. Massachusetts Institute of Technology Press, Cambridge MA, 1982
- Denove, C and Power, JD, Satisfaction: How every company listens to the voice of the customer. New York Portfolio 2006
- Dobyys, L. & Crawford-Mason, C. Quality of Else: the revolution in world business. Boston: Houghton Mifflin, 1991
- Dychtwald, K Age Power: How the 21st century will be ruled by the new old. New York, Jeremy P. Tarcher, 1999
- Gerteis, M., et al. Through The Patient's Eyes: understanding and promoting patient-centered care. San Francisco, Jossey-Bass 1993

---

---

---

---

---

---


---

---

## Stackpole & Associates, Inc.

1018 Beacon Street, Brookline, Massachusetts 02446 ph 617-739-5900 toll free 800- 844-9934 [www.StackpoleAssociates.com](http://www.StackpoleAssociates.com)

# Chicken Little – The Optimist

 **Bibliography**

- Green, B. Marketing to Leading-Edge Baby Boomers. Lincoln, NE: Writers Advantage, 2003
- Harry, M. & Schroeder, R. Six Sigma: the breakthrough management strategy revolutionizing the world's top corporations. New York: Currency, 2000
- Johnson, M & Gustafsson, A. Improving customer satisfaction, loyalty and profit: an integrated measurement and management system. San Francisco: Jossey-Bass, 2000
- Kotlikoff, Burns The Coming Generational Storm. Cambridge, The MIT Press, 2004

---

---

---


---

---

---

---

---

 **Bibliography**

- Levitt, T. "After the Sale Is Over..." Harvard Business Review, September-October 1983
- Meyers, J. Measuring customer satisfaction: hot buttons and other measurement issues. Chicago: American Marketing Association, 1999
- Parasuraman, Zeithaml and Berry. "A conceptual model of service quality and its implications for future research." Journal of Marketing. 1985 Fall:41-50
- Reichheld, F. The Loyalty Effect: the hidden force behind growth, profits, and lasting value. Cambridge: Harvard Business School Press 1996

---

---

---


---

---

---

---

---

 **Bibliography**

- Selbst SM, Korin JB: "Preventing Malpractice Lawsuits in Pediatric Emergency Medicine" American College of Emergency Physicians, Dallas, TX 1999, 196
- Young, VC and Phillips M.A., "Why do People sue doctors? Study of patients and relatives taking legal action" Lancet Academic Department of Psychiatry, St. Mary's Hospital, London, UK 1994 Jun 25;343 (8913): 1609-13
- Ziemba, EA, "Taking the Pulse of Employees" Provider, 2002  
<http://www.stackpoleassociates.com/resources/articles/employee-turnover.pdf>

---

---

---

---

---

---

---

---

## Stackpole & Associates, Inc.

1018 Beacon Street, Brookline, Massachusetts 02446 ph 617-739-5900 toll free 800- 844-9934 www.StackpoleAssociates.com