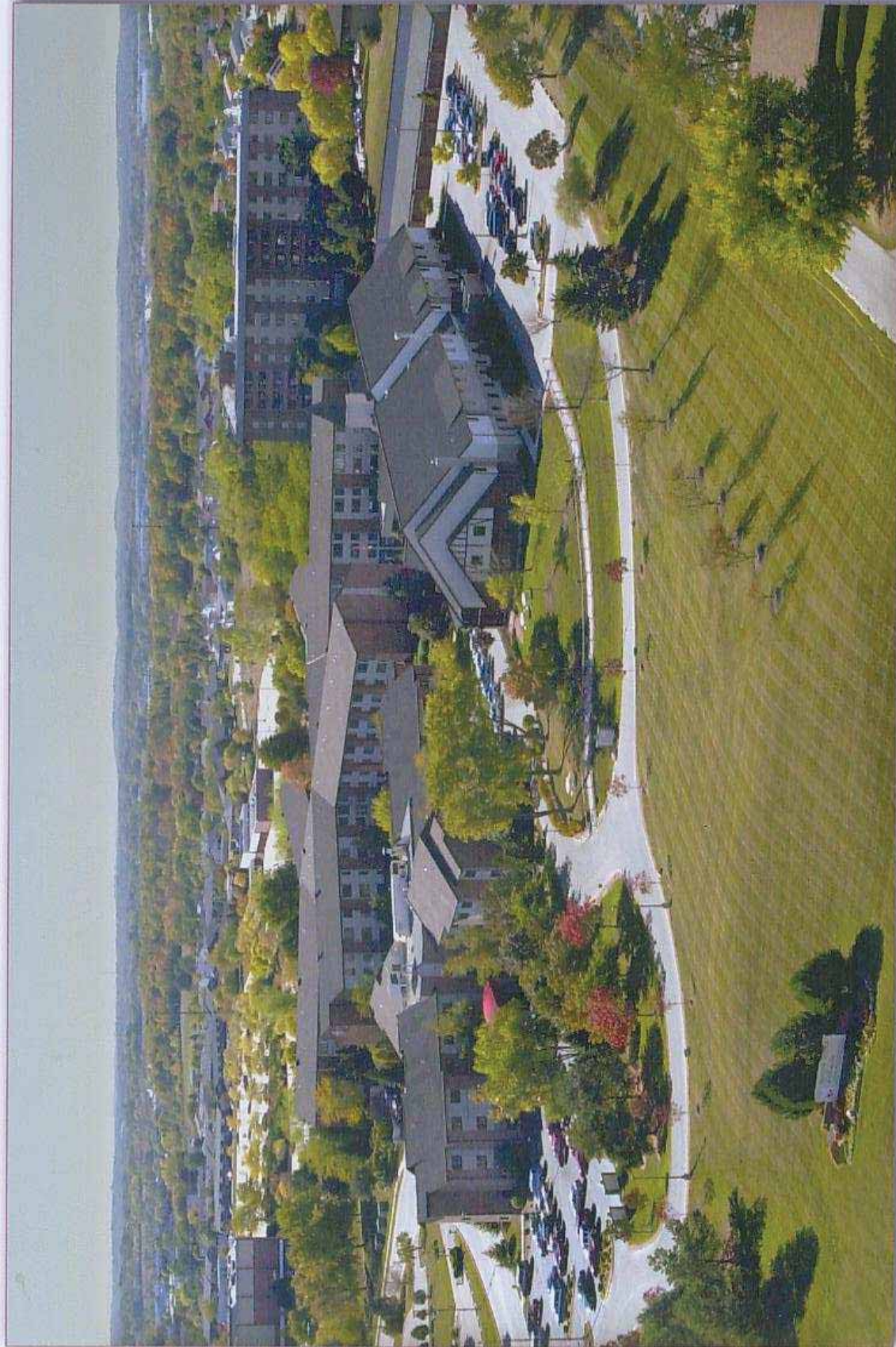


Making Business Decisions with People in Mind (People Motivated Business Decisions)





ALEXIAN
BROTHERS
Alexian Village of Milwaukee



What Business Decisions Do You Make to Respond to Why Does Someone Choose Your Facility?

- Because you have the best and/or newest in facilities
- Because you have a great reputation for kind and caring Healthcare Workers
- Because you have a history of good Quality Benchmarks
- Because of your stellar social spaces
- They like the community you are in
- Because of your Outstanding Hospitality

Maybe the Most Important Business Decision

- They move to your Independent Living because they **Expect You** to help them remain independent for the rest of their lives





What Can We Provide To Help Them Remain Independent

- Holistic assessment
- Knowledge and Tools to remain well
- Knowledge and Tools to slow or stop chronic disease declines
- Availability of services to support a Personal Wellness Plan
- Purpose in Life
- Knowledge and Provisions to Offer Quality of Life as They Define It

Outcomes of Keeping People Independent Business Decisions

- Meets your Mission
- Improves Satisfaction of Residents
- Can legitimately market positive and satisfying aging
- Less turnover of units
- Allows community admissions to SNF & A/L
- Which Generates new Revenue
- Reduces Costs for Lifecare Community through Reduced Utilization



Alexian Village

- 260 Independent Living Units
(338 individuals)
- 82 A/I Units
- 108 SNF





Actuarial Projections & Actual Experience for Alexian Village

	Projected		Actual	
	SNF	A/L	SNF	A/L
○ 2001 SNF & A/L Census	42	49	35	35
○ 2002 SNF & A/L Census	46	49	32	30
○ 2003 SNF & A/L Census	48	50	31	21
○ 2004 SNF & A/L Census	50	51	32	21
○ 2005 SNF & A/L Census	51	51	29	20
○ 2006 SNF & A/L Census	52	52	27	21
○ 2007 SNF & A/L Census	53	53	30	18
○ 2008 SNF & A/L Census	53	53	29	19
○ 2009 SNF & A/L Census	53	53	27	18

Financial Improvement Due Making People based Business Decisions

Revenue Improvements due to New Direct Admissions in
SNF And A/L Creating a Total Financial Improvement for 8
Year Period- **\$14,171,537**





Average Annual Rate Increases 2000-2008

ILU Average Annual Rate Increase Over 9 Years - 3.25%

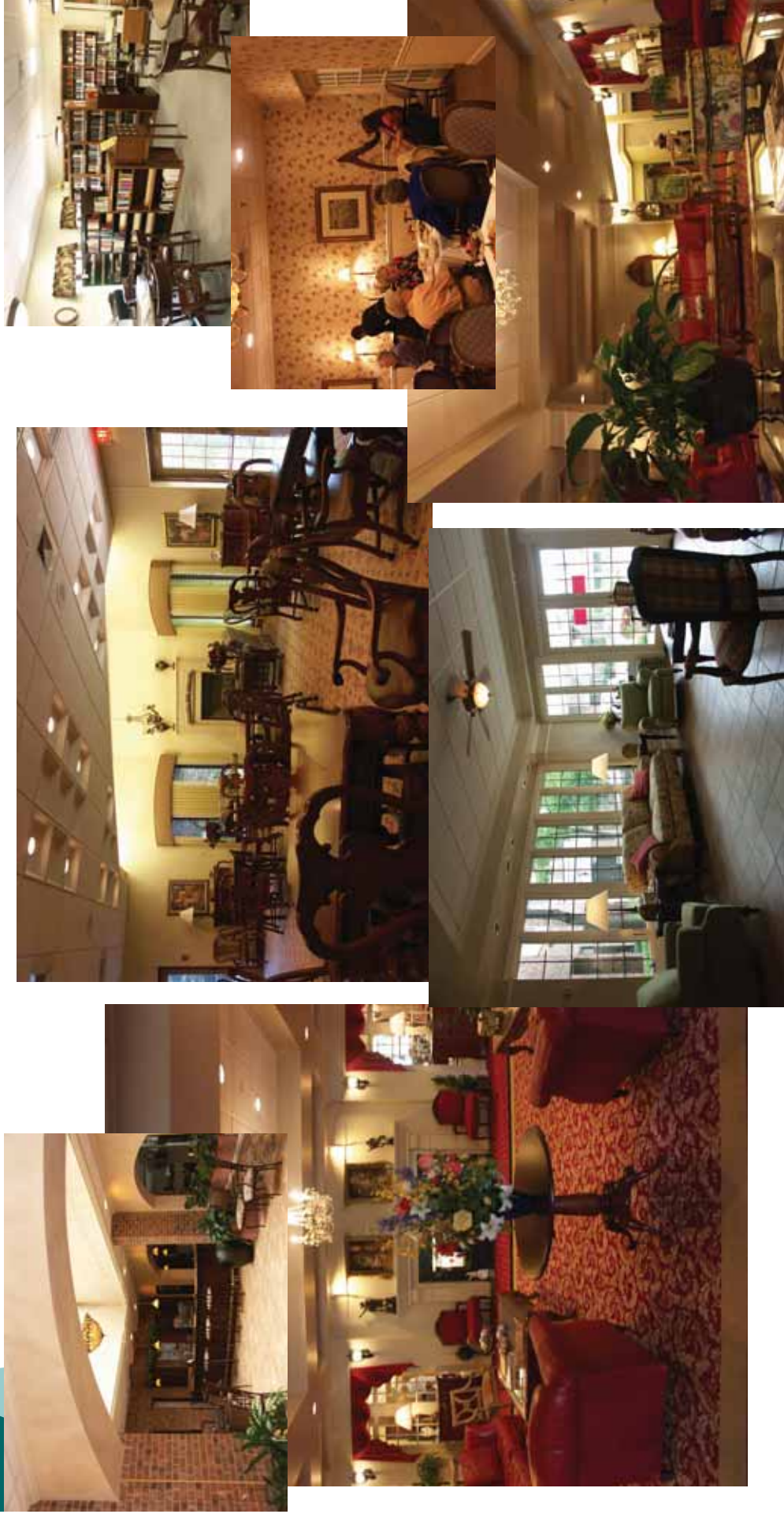
ILU \$ Amount from 1% of Annual Rate Increase=
\$65,000

Our Current Rates Would Need to be more than 25%
Higher Than Current to Achieve Our Current Financial
Picture

This Would Have Likely Pushed Alexian Village Outside of
the Market Tolerance in Rates

Funding for Cash Needs

Total Capital Improvements for 9 Year Period
\$13,900,000



What Outcomes Improved Other Than Financial

More vibrant and Active Community



Other Outcomes

Happy and Satisfied Residents due to:

- Feeling Healthy and Staying Independent
- Improved Campus Spaces



Outcomes Continued

- Broadened Availability of Ministry to Larger Community through Direct Admissions to SNF and A/L
- Broadened exposure to Community Churches
- Broadened Volunteerism
- Improved Mission Image



Outcomes Continued

- It has Assisted Leadership to Look at Strategic Growth Beyond the Insular Silo of Just a CCRC
- We can Take What We Have Learned and Expand to a Larger Community



Possible Pitfalls

- Provide too Much Care to Keep Within the ILU and Become a Quasi Institution
- Be Perceived to Provide too Much Care Even if Not
- Have Frail Looking Residents that Impede Marketing



How to Avoid Pitfalls

- Don't Provide anything Beyond Homemaker Services— Work Instead to Anticipate and Avoid Threats to Independence
- Communicate Your Philosophy to Residents and Prospective Residents to Avoid Misinterpretations
- Use the Age In Place Aspect as Positive Aging to Marketing—Accommodations such as Electric Scooters and Even Walkers Recognize that Supports to Remain Active and Independent are in Place



How Collage Assisted

- Provides Holistic Assessment
- Assists in Development of Resident Need Priorities
- Compares to Other Similar CCRC Environments
- Provides Longitudinal Look at Measurements and Provides Future Priorities
- Supports The Philosophy of Promoting Independence through Focused Wellness and Intervention Strategies
- Provides Opportunity for External-Community Sharing of Best Practices
- Provides Empirical Support for Doing the Right Things

