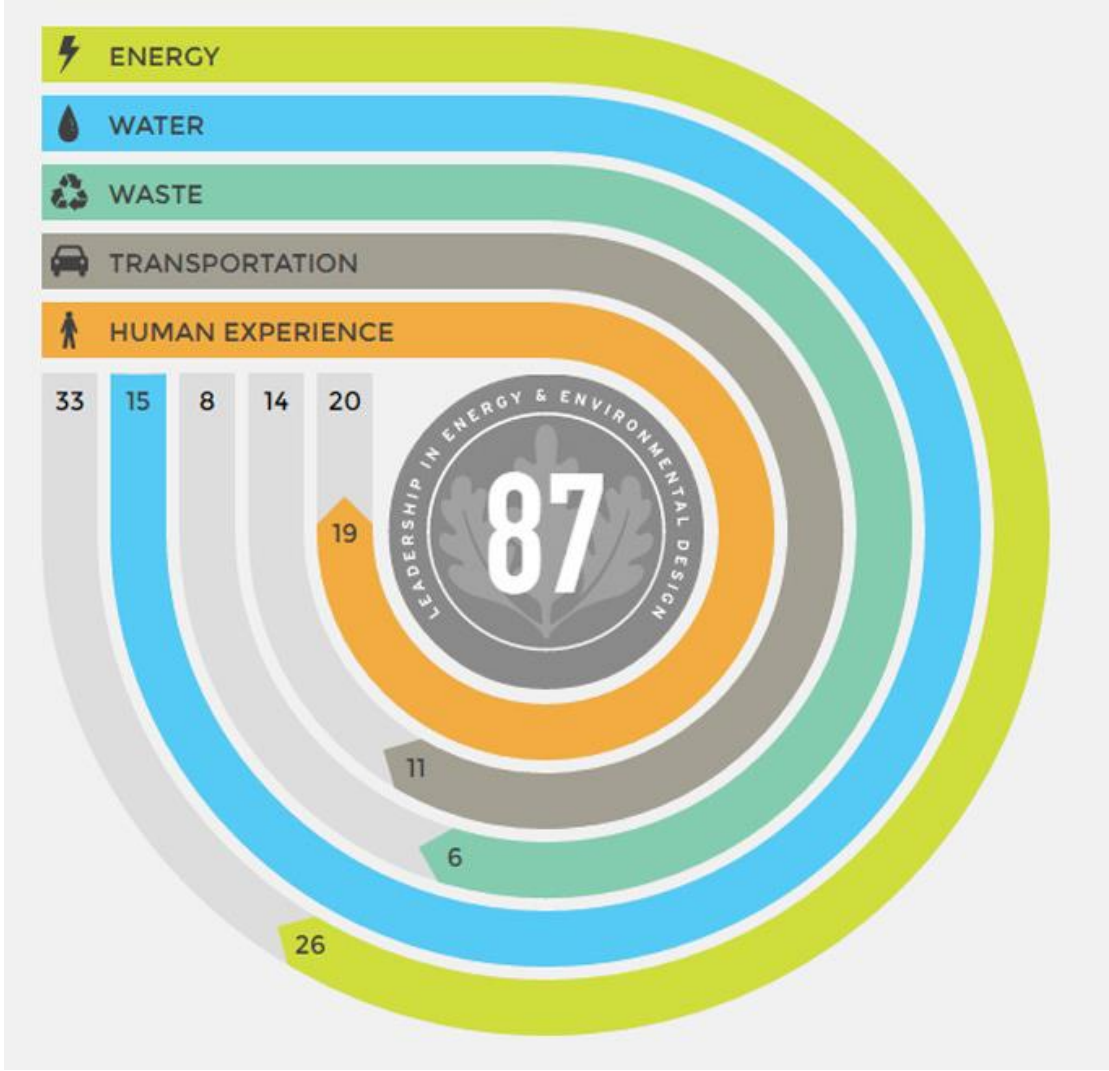




▶ **HOLISTIC APPROACH TO RATING AND RANKING
BUILDING PERFORMANCE**

MAY 31, 2018

▶ DEFINING THE STANDARD – WHAT DOES BEST MEAN?



▶ BEST FOR WHOM? IDENTIFYING STAKEHOLDERS

- Residents/Tenants
- Staff
- Loved ones
- Surrounding community
- Investors
- Government/Regulatory Bodies
- Etc.



▶ HOLISTIC STANDARD FROM STAFF PERSPECTIVE

-Employees Trust Index© survey – a comprehensive, great FOR ALL workplace:

- transparency of **communication**
- degree of **collaboration**
- quality of benefits **programs**
- opportunity for professional **development**
- support for work-life **balance**



Define
Metrics

KEY METRICS – OPERATOR VIEW

- Staff
 - ▶ Employee ratio/resident/acuity level
 - ▶ Labor rates
 - ▶ Turnover by job type
 - ▶ Tenure
 - ▶ Overtime
 - ▶ Salaries (property and corporate)
- Operations
 - ▶ Cost per meal
 - ▶ Cost of housekeeping
- Sales & Marketing
 - ▶ Marketing dollars/signed resident
 - ▶ Funnel hit ratio
 - ▶ Length of sales cycle
- Property
 - ▶ Operating margin by property type
 - ▶ Revenue per unit by acuity type
 - ▶ Pricing per acuity type
 - ▶ Occupancy rates
 - ▶ \$'s per sq ft on development
 - ▶ Length of stay by acuity type
- Additional metrics
 - ▶ Resident satisfaction scores
 - ▶ Employee satisfaction scores
 - ▶ Menus
 - ▶ Resident Activities
 - ▶ Types/Levels of technology utilized

▶ PROCESS TO DEFINE BEST

- 1. Identify all the stakeholders
- 2. Prioritize to top (no more than 4)
- 3. Capture VOC and define standard for each stakeholder
- 4. Take into account both number of “intersections” and overall impact when prioritizing

