

Leadership Series

Executive Highlights:

Three Ways Technology Drives

Your Competitive Edge

Ken Jaeger  
Founder & CEO / MorningStar Senior Living

THE LEADERSHIP SERIES

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# Thank You

Technology can—and should—be a game changer for senior living organizations. But it will change the game in more ways than you might expect.

Today's state-of-the-art technologies are making lives better for residents of senior living organizations in part by allowing them to communicate directly with friends, family members and even medical professionals who are located outside the community walls.

They're also making life easier for staff by allowing them to collect health data and do their jobs more efficiently and effectively, and they're allowing senior living executives to best manage their organizations for success in a highly competitive landscape. We're pleased to share these ways and more with you in this eBook.

Leading executives understand the value of technology as it applies to people management, operations, and positioning senior living providers as a critical component of the health care continuum.

PointClickCare is committed to working with senior living providers and our wide network of partners to advance the care of seniors by solving industry challenges through technology.

We are proud to have partnered with Senior Housing News to bring you the Leadership Series, and to create visibility for the important work many of our current leaders are undertaking to prepare the industry for its future.

**Travis Palmquist**  
Vice President and General Manager, Senior Living  
PointClickCare



# Three Ways Technology Drives Your Competitive Edge

## Leadership Series Executive Highlights

Technology is often talked about as one of today's game changers for senior living owners and operators. But in this day and age, it is far more than a buzzword. As technology adoption rates among older Americans continue to rise, so does the pressure on senior housing operators to provide technology capabilities and solutions that make life easier and more comfortable for residents.

Some have made the investment, but the adoption is far from universal. Some providers report not yet having Wi-Fi, which is quickly becoming ubiquitous in public spaces and private homes. Among 180 CFOs of senior living organizations nationwide, 91.2% report having installed Wi-Fi infrastructure on their campuses according to a 2015 poll by Chicago-based specialty investment bank Ziegler.

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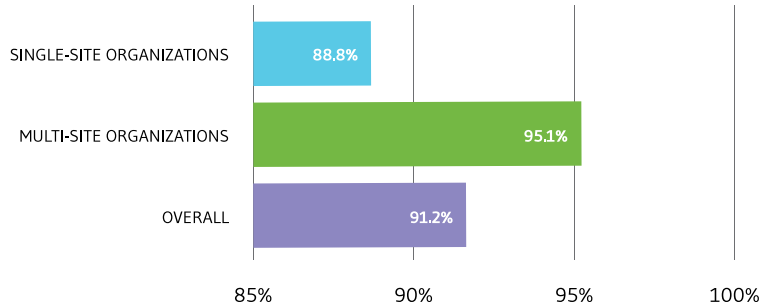
I think there are real opportunities around technology to improve the tools we give our associates to do their jobs better.

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**- Andy Smith**

*President & CEO / Brookdale Senior Living*

## Have you installed a wireless infrastructure on your campus?



Source: Argentum analysis of U.S. Bureau of Labor Statistics

But from enterprise Wi-Fi to video conferencing and electronic health records, residents are demanding the latest technology to improve quality of life. Staff is demanding it to help them do their jobs. And stakeholders are demanding it to drive operational efficiencies and improve the bottom line.

Older Americans are the fastest-growing group of Internet users, according to Pew research published in 2015, finding 14% of seniors used the Internet in 2000, while 58% do so today. Among younger generations, 100% of people under age 50 use the Internet, Pew found, with an ongoing upward trend.

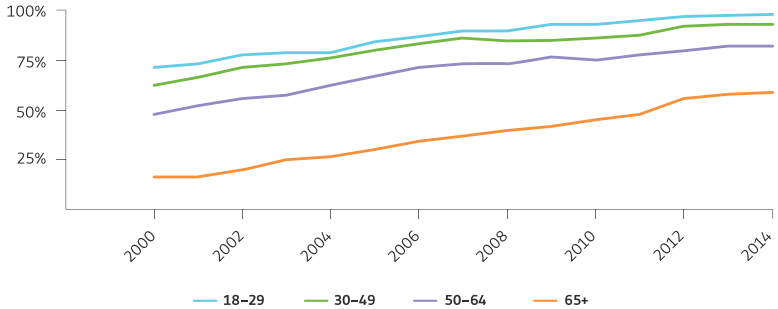
From providing a better resident experience to garnering a place in the national health care conversation, senior living leaders are leaning on technology in more ways than one. Pioneers of technology in the industry are responding to key drivers in the marketplace toward their adoption, and they're finding that it improves the resident and staff experience, and it's better for the bottom line.



**Lynne Katzmann**  
Founder & President / Juniper Communities



**Among all American adults, the % who use the Internet, by age.**



Source: Pew Research Center surveys, 2000–2015

“I think technology is going to become more important in two critical areas,” says Andy Smith, President and CEO of Brookdale Senior Living, the largest provider of senior living in the U.S. “I think our customers, our residents and their family members are going to need and want and will demand better technology to connect them with mom or dad who are in our communities. [And] I think there are real opportunities around technology to improve the tools we give our associates to do their jobs better.”

### Residents and technology

A community without Wi-Fi today is like a community without electricity. For residents, the ability to stay connected with family and friends is a necessity. But also for their family members, technology can be a differentiator by enabling them to communicate seamlessly and receive metrics and data regarding the care their loved one is receiving.



**Tom DeRosa**  
CEO / Welltower

Decision makers are gravitating toward communities that can provide health metrics and evidence of the care they are providing through hard data. This data can help explain the need for health interventions as well as additional care services.

The commitment for providers is costly, but leaders say avoiding technology adoption is not an option.

“Technology is something that you have to stay on top of. You have no choice or you’ll get left behind,” says Ken Jaeger, founder and CEO of MorningStar Senior Living, based in Denver. “Not only at your corporate office but in the home for the resident and for the team members. Everybody remembers when the Internet and cell phones first came and how cool that all was. Now you’ve got a 90-year-old resident walking around with an iPad. You have to stay ahead of technology or you’re going to be left behind.” At Morningstar, a third-party IT firm spends time in the home office each week to inform management about the latest trends in technology in an effort to re-evaluate IT on an ongoing basis.

Meanwhile, Leisure Care takes cues from the hotel industry where tablets have long been utilized to communicate with guests. In fact, all residents receive an iPad as part of the move-in process.

“We have an iPad posted on a stand in the lobby as a virtual concierge,” says Dan Madsen, chairman and CEO of Seattle-based Leisure Care. “Hotels have been doing it forever.” The company also has its own app, through which families can communicate. “We have our own app, internal and external, so families can log in and see what’s going on. Our residents can communicate through that app.”

Executives say population trends in technology are driving adoption, as is the competitive landscape.

“There’s high demand from family members and residents themselves,” Madsen says. “This is not yesterday’s retirement community where there wasn’t any technology.”



**Jack Callison**  
CEO / Enlivant

## Staff successes

Paper is becoming passé as senior living operators are relying on new systems to gather resident information so that staff can access it anytime, anywhere. It not only streamlines communication, but also drives efficiencies to enable staff to spend more time with residents.

This can also serve as a recruiting tool to attract and retain employees who realize the value of not being bogged down with paperwork and being able to see the outcomes associated with the work they are producing.

“The more that we can do to automate certain functions means we’re freeing up precious time in their day to do what matters most—which is provide outstanding care in interface with our residents,” says Jack Callison, CEO of Chicago-based senior living provider Enlivant.

Senior living investors and owners, too, are driving the adoption of technology among their communities due to the efficiencies they can realize from an operations standpoint. Executives say they will continue to demand that technology is utilized for efficiency and managing staff.

“[We will continue to use technology] and will bring to our operators everything from lead generation [technology] to managing their staffing and hourly employees, to tracking how medicines are administered in the building, to how our residents communicate with their physicians,” says Tom DeRosa, CEO of Welltower, one of the largest owners of senior housing properties across the globe. “It’s a very wide open frontier.”

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**Dan Madsen**  
Chairman & CEO / Leisure Care

## The bottom line

More data is better for business. Not only can communities now track important metrics through the use of technology, but the greater health care landscape is demanding proven outcomes from senior living providers as a baseline for forming partnerships and making the continuum of care operate more smoothly.

Senior living leaders say the competitive landscape is the key driver for technology adoption, and the greater health care community is demanding it in order to consider senior living as a viable partner.

At Bloomfield, NJ.-based Juniper Communities, the assisted living provider has long used an electronic health record for its residents. While the implementation was an investment, both in terms of money and also time, the outcomes have led the company to stand out among its competition, says founder and President Lynne Katzmann.

“Because we were early adopters and utilized the full spectrum of products, we committed to it completely and we’ve been collecting data and using it to drive operations for more than a decade, we’re just in a really different place from most other companies,” she says. “...Juniper’s been propelled to a different level, and we’re differentiated from our competitors even though we’re a little company.”

Differentiation among competition is a major benefit, operators say, as are operational efficiencies and above all—the impact to the bottom line. While there may not be one single driver toward technology adoption, several play a major role that is leading the top providers to examine technology investment on an ongoing basis.

“The customer is coming to you more educated on technology, and operational efficiencies are driving it,” Jaeger says. “Your investors are demanding more metrics, they’re asking more questions on operating margins and all the technology helps you narrow it so you can get any data you want at the touch of a button. Everything is measured with technology now.”



**Ken Jaeger**  
Founder & CEO / MorningStar Senior Living



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