



What Senior Housing Operators Wish Healthcare Providers Knew

A Guide for Healthcare Providers Caring for Residents of Senior Housing

NIC MAP for Healthcare Market Intelligence for Providers
Learn more at www.nicmap.com/products/healthcare/

Connecting with Senior Housing Communities

Healthcare providers who serve residents of senior housing communities must master a nuanced understanding of the dynamic senior housing landscape. Your strategic relationships with senior housing operators can accelerate growth by granting access and referral volume, but long-term success requires a close match between your value proposition and each operator's unique needs.

In today's market, healthcare providers can struggle to win new business with a one-size-fits-all approach.

You need to dive deep to:

- understand the goals and objectives of senior housing operators.
- understand your competitive position.
- understand how to tailor your offering to prospective partners' priorities.



Our industry partners at NIC MAP include:

Senior housing operators in all housing categories

- SNF
- Memory care
- Assisted living
- CCRC
- Independent living
- Active adult
- New construction

Healthcare providers in top service lines

- Primary care
- Rehabilitation services
- Long-term care pharmacy
- Hospice

NIC MAP provides market intelligence on senior housing communities, operators and investors, and community health spend, in all housing categories

Insights for Senior Housing Operators

Drawing on our own deep relationships with senior housing operators, we asked them what healthcare providers need to know when developing new relationships that help to create mutual value.

Our queries included:

- What should a healthcare provider know about a senior housing operator before proposing a partnership?
- How can a healthcare provider differentiate their service to senior housing community residents?
- What does a best-in-class operator-provider relationship look like?

NIC MAP serves both healthcare providers and senior housing operators with insights and data about the senior housing market. Both types of organizations use NIC MAP data to understand the senior housing market better, which affords us a unique vantage point on the diverse relationships they develop and nurture.

The senior housing operator insights focus on three domains:

- 01 Understanding senior housing companies and communities
- 02 Understanding competition from other healthcare providers
- 03 Understanding the power of a unique value proposition



01

Understanding Each Senior Housing Company and Community

Prior to initiating outreach to a senior housing community, operators tell us that healthcare providers should understand where to make contact within the operating company.

While building personal relationships with local building leaders like a director of nursing is the intuitive (and traditional) approach to seeking partnerships, it is most effective with locally owned and operated communities. As senior housing operators consolidate and expand their portfolios, the connection point to healthcare providers often changes.

National and regional operators are increasingly managing healthcare relationships at a corporate level, connecting providers to a single contact who takes responsibility for a business line, clinical operations division, or geography. Growth-focused providers should take note of this shift and plan appropriately for corporate leaders who are seeking aligned care partners across a portfolio of communities, including locally owned and operated communities.

Meeting Corporate Expectations

In our conversations with senior housing operators, we heard about varying degrees of emerging centralization of healthcare provider relationship management. Some national operators formalize these relationships, issuing requests for proposals (RFPs) for contracted services, particularly pharmacy services. At other large operators, regional or building/community leadership manages healthcare relationships.

The variation in relationship management structures is notable because these essential healthcare services directly impact resident health status, resident living experience within a community, as well as extended resident occupancy.

We expect many operators to move towards clearer, more-centralized management of relationships with preferred providers, with a goal of standardizing residents’ experiences to a high level of quality.



For operators who take on financial risk for residents’ healthcare costs such as issuing their own insurance product or participating in a value-based payment arrangement, providers should expect more structured contracting through a corporate procurement process, and anticipate local management based on defined key performance indicators (KPIs).

Matching up provider and senior housing footprints

Footprint Matchups

National	↔	National
National	↔	Regional
Regional	↔	Regional
Regional	↔	Local
Local	↔	Local

Finding Unique Value in Any Combination

-  How does your service footprint benefit their organization?
A one-to-one match is not required - your organization may fill a critical regional or local gap in service coverage for a national senior housing operator.
-  How will your organizational type support their future growth?
Be prepared to discuss how your growth trajectory will keep pace with your partners’.
-  How does your structure support high-quality care for their residents?
Does your local focus give you a staffing advantage? Does your national footprint provide economies of scale that translate to more resources for care? Consider your unique advantages no matter what your service area is.

Honoring Local Community Requirements and Preferences

Even when relationships are formed at the national level, care is still delivered to residents at the bedside in the context of an individual community. All of the providers we spoke with emphasized the need for clarity around expectations for service levels and operational details.



Each healthcare specialty has its own specific KPIs, such as response time to new patients for hospice or medication fill rates for pharmacy. In addition to these service-specific performance metrics, we identified several common requirements shared across services:

- Access or delivery times and routes on-campus
- Staff behavior expectations like displaying an ID or adherence to a non-smoking policy
- Staff compliance with local infection control policies
- Team participation in community clinical or operational meetings
- Technology integration or charting to a shared record
- Aligned communications through defined points of contact from frontline to executive levels

The senior housing operators we spoke with emphasized that working “on campus” means that a provider is “in the home of” their residents, and they expect alignment to community norms and standards.

02

Understanding the Competitive Healthcare Provider Landscape

Operators suggest that healthcare providers gather market intelligence about incumbent providers serving each senior housing community before approaching the operator. The timing and messaging in outreach to the community should consider the operator's current relationships and describe how a healthcare provider's services are worth the switch.

Discussion with both our operator and our provider partners has identified three competitive landscape scenarios that providers should highlight as opportunities:



Pre-competition - construction is planned and therefore no provider partnerships are in place yet.

Identifying senior housing projects under construction gives providers a head start in securing new business – they can connect with the operator ahead of opening to offer day-one services. NIC MAP's data platform provides insights on senior housing projects still in the construction pipeline, which can give healthcare providers a look into the future of their market.



Fragmented competition - healthcare service to residents is spread across multiple providers with no clear preferred partnership in place.

NIC MAP research has documented increasing consolidation to a single incumbent provider in healthcare spend by senior housing residents. Still, between 40 and 70% of healthcare spend by senior housing residents remains fragmented. Consider proposing a preferred provider relationship to communities that do not currently have one.



Market shifts - the senior housing market is dynamic, with properties regularly moving in and out of operator portfolios.

When a change of ownership or operator occurs, it's also a time when provider partnerships are re-evaluated. Be ready to propose a preferred partnership to new operators when they take charge of a senior housing community. The NIC MAP data platform offers healthcare providers a view of senior housing communities aligned by operator, so changes in your market can be identified.

03

Understanding How to Customize Your Value Proposition

The senior housing and care industry is grappling with the way healthcare services are currently integrated with residential services. Today, the majority of senior housing communities engage ancillary healthcare services in non-contracted “preferred” partnerships where referrals are made to reliably high-quality providers.

Changes are on the horizon and new relationship structures are emerging quickly. In response to industry consolidation, payment innovations, and new ways to improve operations and outcomes, senior housing operators tell us they will be looking for healthcare providers who can innovate on the current model with a goal of changing resident expectations.

In a crowded landscape, your healthcare organization will be challenged to define a unique value proposition that will help greatly in identifying the best matches of your strengths and a senior housing community’s needs. Even within a single operator’s portfolio of communities, you may need to address community segments differently, as policy and payment updates drive increased specialization. Crucially, you will need to understand each senior housing operator’s business objectives and timeline to be able to align your services to their expectations.

While providing demonstrably high-quality care is still a differentiator, growth-oriented senior housing operators seek innovative partners who can deliver shared revenue in addition to excellent care.

Test your value proposition

Finding Unique Value in Any Combination

These mini-profiles are anonymized summaries of senior housing operators who contributed to our research: How would your healthcare organization approach them and how would you describe your value proposition to them? What question would you ask next to guide your response?

Bringing Some Services In-House

This 4-state operator of 10-20 communities across a wide geographic distribution decided to stand up new clinical services in-house, for both new revenue and quality assurance. For outsourced services, they seek clinical partners who will be there ‘in good times and in bad’ with close alignment on day to day operations and their mission.

Balancing Ease and Innovation

A 3-state operator with CCRC communities and a PACE program is interested in hearing about innovative programs, especially if they drive shared growth. However, they are mindful that if their workforce is stretched thin in the post-pandemic era, and prioritize reducing friction for staff.

A National Operator with a Lifestyle Focus

This large operator has AL, IL and SNF communities in multiple states. They are seeking healthcare partners who can fill in all of the geographies on their corporate map, and who align to their standards for quality. Like many large operators, they have recently opened new communities targeted towards active adults who prioritize wellness and premium experiences.

Showing Improved Outcomes

This regional operator of 10-20 communities in IL, AL, and MC hopes to document improved healthcare cost and outcomes for their residents, so they can initiate a value-based partnership with a managed care company in the next 2-3 years.

Interested in Learning More?

As you chart your course for healthcare provider growth, know that you don't have to go it alone. NIC MAP can provide the market intelligence you need to target the right senior housing operators with a unique, fully aligned value proposition that can yield a mutually beneficial outcome.

Talk with a product expert today to learn more about how we can help you connect with the senior housing communities that you care for. Trusted by 5,000+ customers and built exclusively for the seniors housing and care sector, NIC MAP provides comprehensive nationwide supply & demand metrics on 35K+ properties, with over 15 years of comprehensive, time-series market data at the metro level.



Talk to a NIC MAP Product Expert

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