

UNLEASH OPPORTUNITY WITH A SUCCESSFUL REPOSITIONING STRATEGY.

There are many factors to consider when planning for the future of an older adult community. One of those factors is repositioning. From financing to finishing touches, it can seem like an endless process. But repositioning simply cannot be ignored. It offers incredible opportunities both for meeting the changing needs of residents as well as meeting ever-increasing economic challenges. If not met, these opportunities could quickly become threats to the future of your community.

In order to successfully reposition your community and to ensure you're creating a sustainable business model for many years to come, repositioning should kick-off with a strategic visioning process.

Visioning provides an opportunity to gather key stakeholders in order to gain a full understanding of the hopes, dreams and fears of the people that repositioning will affect.

When Laurie Mullet, Chief Executive Officer of Pines Village in Valparaiso, Ind., and her leadership team began thinking about repositioning, she gathered her Board of Directors, residents, staff and key business leaders. Their experience and insight helped form a common vision guideline by which all future decisions could be made and all future successes could be measured.

Bringing in a third party that specializes in creating solutions for older adult communities can efficiently and effectively facilitate the visioning process. Oftentimes, people are more comfortable communicating candidly with someone not directly associated with the community. And honest, open input is the only way to achieve a successful outcome. Additionally, a third party can bring a unique perspective to the process. Some of the challenges you might be facing could be similar to challenges other communities have faced. A third party can use their experience managing these challenges to build consensus and launch a successful plan.

This type of strategic visioning led Pines Village to focus their efforts on putting the "unity" back into the community. With two separate campuses and limited gathering areas, it was difficult for the residents of Pine Village to feel as though they were part of a single community. By staying true to their vision, Pines Village could effectively prioritize and plan strategic capital improvements that included:

- A centralized meeting space, big enough for all residents
- A media center
- An expanded fitness center
- An outpatient physical therapy center
- A home health division with exam rooms and house call services
- A partnership with the newly-formed gerontological nursing program at Valparaiso University
- An outdoor garden
- An art gallery that is open to the public
- An expanded outdoor fitness track
- Improved navigation between Assisted Living and the Main building
- Increased dining options

As a result, Pines Village is not only achieving greater unity among residents, they're streamlining time and space challenges for staff, helping them provide improved service with greater efficiency. In addition, they're appealing to a broader range of prospective residents—younger residents who are downsizing, but still want to be active.

Repositioning is never easy. The complexities of operations, planning, construction, minimizing resident disruption and economic challenges offer potential for derailment. But with a strong vision in place, Mullet and her team are staying the course. "Despite what's going on around us, we can't lose our vision of where we want to be tomorrow," she said.



CLS IN ACTION

Community Living Solutions, LLC, is proud to announce that we have been awarded a 2009 Citation of Merit (one of four nationwide) by DESIGN/Environments for Aging for our work with Hayward Area Memorial Hospital and Nursing Home in Hayward, Wis. The existing 77-bed nursing home, which is connected to the Hayward Area Memorial Hospital, is being replaced with a new facility that boasts 50 private rooms in two neighborhoods, each with clusters of five resident rooms that offer privacy, opportunities for community and abundant natural light. To learn more about the project, visit www.itlmagazine.com and check out the Design Center for the Architectural Showcase 2009.

DESIGN/Environments for Aging design competition is co-sponsored by [Long-Term Living](#) magazine, the [Society for the Advancement of Gerontological Environments](#) (SAGE) and [The Center for Health Design](#). Award-winning projects show the latest concepts in elder-friendly design and demonstrate how designers, facility owners and government regulators collaborated to realize them.

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