

STRENGTHS

- Resident engagement
- Culture and residents: agency and independence
- Hard working, caring, experienced, and highly tenured staff
- Diversity: sexual orientation/gender identity, geography, religion, interests
- Location: Oberlin College partnership, cost of living
- Intergenerational activity
- Strong brand, demand, and reputation
- Values are well defined and part of our identity
- Open, inclusive sense of community; collaboration
- Strong financial position, management, and governance
- IT support and partnership with TKC

CHALLENGES

- Current CCRC financial model and affordability
- Changing preferences of older adults – ‘out of order’ living, support needs (vision, hearing, mobility, transportation)
- Loneliness
- Barriers exist between levels of care (IL, AL, MC, SNF)
- Workforce availability
- Succession planning considering an aging workforce
- Staff readiness for pace of change
- Technology expertise, infrastructure, and comfort levels
- Finding the right balance between human and tech support
- Generational differences – staff, residents, students
- Operating non-CCRC housing (e.g. College Village Apts)

OPPORTUNITIES and THREATS

- Growth of aging population, explosion of demand for community-living
- Growth of new market segments that will demand new products/services (e.g. middle market seniors)
- Artificial intelligence (AI) to improve productivity, workflows, and care
- Longevity and purposeful living; moving away from the medical model
- New technology devices, wearables, sensors, and robots; whether/how to deploy to create value
- Changing mindset of residents and staff in terms of technology adoption
- Home First Paradigm – expanded definition of ‘home’ and new supportive living models in the home
- Changes in healthcare policy and reimbursement; move to value-based care models
- Climate change
- Future pandemics
- Changing workforce – ‘new collar’ staff with no degree; lack of immigration; reduced pipeline of staff
- Rising costs and inflation; affordability
- Co-housing models (staff, students, families, etc)