



**CREATING A CENSUS CULTURE**

What does it look like?  
How to achieve it?

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**What is the First Question You Ask Your Sales Leaders?**



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**What would your sales force say is your #1 expectation?**

- If I asked them, what would they say?
  - Meet with families
  - Help families make a good decision
  - Tell doctors about our building and what we do
  - Make sure nursing has everything they need for admission.
  - Give potential families choice
  - Handle physician concerns
  - Insure paperwork is completed correctly

**Generate Revenue**



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## We are in the business of aging

Tenets

- We will all be there...if we are lucky!
- It is not pretty.
- It is never easy.
- It is almost always expensive.

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## Healthcare Truths

- Margins are declining
- Funding is tightening
- People are living longer
- Competition is stiffer
- Technology and **President Trump** will change the world

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## Senior Culture Shift

- People will not only live longer but they will sustain youth and age slower. Boomers are on the edge of a youth that will live to be 150.
- They will not live that long life the same way. They wont live longer and just be older. They'll run for President in their 80's and travel to the moon in their 90's
- They may have little financial and family security and will need to fend for themselves. This will be the generation we love to hate. Recent cover of the Philadelphia Magazine.
- They will not view life as an extension of youth. Rather, it will be replaced with a need to be relevant, a desire to have a purpose and a longing to give back.

*Dear Baby Boomer-Die Already!*

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### Four Ways to Fail in the Senior Community

- Believing that you are the experts in senior care- there will just be more of them
- Believing that you understand the Boomer market; You just picture the same customers with wrinkles
- Building a community based on the 20<sup>th</sup> Century philosophy of memories and a life well-lived.
- Building your programs and services reflective on memories instead of a model that promotes big dreams into the 80's,90's and 100's.



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### Generational Shift

- **Boomers** 1946-1964
  - 53-71
  - WWII ended
  - Nuclear family rises
  - Standard of living rises
  - Struggles with technology and social media
  - Your customers
- **Millennials** 1980-1990
  - Late 30's
  - Largest generation 76 million
  - Not tolerate unpleasant workplace
  - Heavy marketing-You are special-helicopter parents
  - Confident but unrealistic
  - Facing disillusionment
- **Generation X** 1965-1979
  - 38-52
  - Lived with turmoil & uncertainty
  - Better educated than Boomers
  - Resourceful, self-sufficient & independent
  - Prefer hands-off management
- **Generation Z** 1990-2001
  - 16-27
  - Not known a world without social media
  - Technologically addicted
  - Recession caused uncertainty



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People want to join a company they believe in. A company culture showcases your big dream while also revealing wonderful techniques for others to embrace

**“Let’s make the company we always dreamed of. Let’s create a company that will be a great place to be from.”**

Reed Hastings & Patty McCord (NETFLIX)



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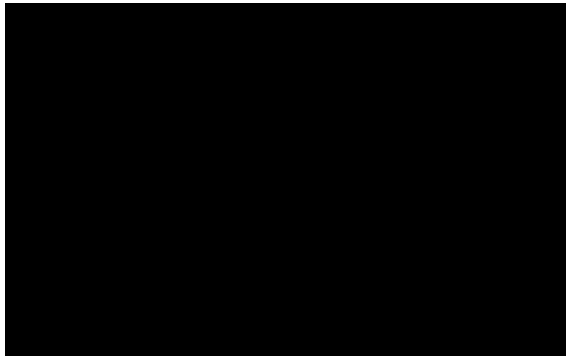
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### How Do I Know When A Census Culture Does Exist?

- Morning Meeting
- Receptionist
- Admission Office
- Back-Up Team
- MAP
- Phone call
- Attention to detail



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### How Do We Achieve it?



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## Seven Secrets

1. Starts at the top
2. Hire the right people
3. Understand your market
4. Write a plan with the team
5. Execute the plan
6. Insist on attention to detail
7. Reward excellence



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## #1 Starts at the Top

The number one reason great people leave good companies is poor management.

*Gallop*

- Six Sigma, MBWA, TQM, OPM
- Quality Care
- Customer Service
- Accountability
- Get 'Er Done
- Serve
- Over communicate



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## Develop Your Culture

When the Elephants Fight, the Grass Suffers!

- Make sure it starts and ends with you!
- Every interaction carries with it, sometimes buried in it ...your message.
- Insist that your leadership team believes and carries out your message.
- What questions do you ask?
  - Be with your people
    - Be in the buildings
    - Don't manage by phone
    - Carry the same message
  - Email Blasts
  - Facebook, Twitter, LinkedIn



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### Senior Executives Ask Four Questions of their Sales Leaders

- What happened?
- Why did it happen?
- What is going to happen next?
- What are you going to do?



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### What do SouthWest Airlines and Zappos do that is different?

- South West Airlines
  - Three values for hire; true grit, servants heart, fun-loving attitude.
  - Recognition-newsletters, intranet, CEO videos, staff meeting, dinners to honor them
  - Voluntary turn-over is 2%
  - Employees are given permission to "go the extra mile" to make the customer happy.
- Zappos
  - Hire only those who fit the culture; no matter how beneficial their skills
  - Interview Day at Corporate
  - Shuttle drivers' opinion



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### Other Examples

- Twitter
  - Culture is doing something that matters in the world
  - No one leaves till the work is done- no matter whose work it is!
- Square Space
  - Voted #1 place to work in NYC
  - Direct access to management
  - Freedom & Empowerment
  - Free meals, stocked kitchens, flex hours
- Adobe
  - Stock in the company
  - Flat organization



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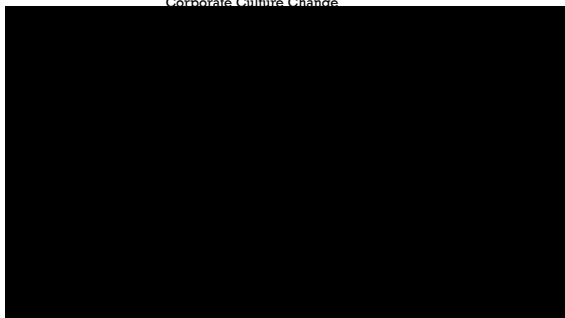
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Corporate Culture Change



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## #2 Wait for the Tiger

- Hire slow; fire fast
- Interview all the time
- Interview at least 6 people; more if possible
- Use a profile tool; know what the position requires to be successful
- Share the risk
- Onboard vigorously
- Evaluate in the first 30 days, then continuously



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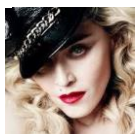
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## Trimetrix



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### # 3

## Be the Master of your Market

- What has the competition done in last 6 months?
- What have you done to compete?
- What is your market share?
- Who and how do I take it from?
- What's going to happen next?



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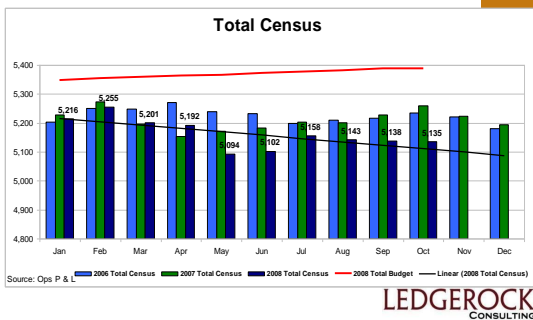
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## A Look Back: 2008 Census




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### The most hated word-

#### Accountability

- Clear Goals
- Clear expectations
- In-process coaching
- Monthly reviews
- Course-correction
- Sales Plan
- Sales Goals
- Coaching report
- P&L Review
- Evaluations



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### They go hand in hand

- Goal Setting
- Census
- Mix
- Product Sales
- IMPACT skills
- Commitment level
- Key Accounts
- Time management
- Preparedness
- Presentation skills
- Course Correction
- Not meeting census or mix goals
- Poor focus on product
- Poor performance on sales calls
- No key account activity
- Unable to complete assignments
- Over talking...fluff
- Inappropriate presentations



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### # 6

#### Insist on Attention to detail

- Small things that matter
- Say Yes or No in 15 minutes...no excuses
- Never renege on an admission decision
- Always take back your patient back from the hospital
- Answer your phone; no voicemail
- Return calls ASAP
- Have impeccable landscaping
- No signs taped anywhere
- No chips, dings, bangs or scratches
- No odor, clutter or filth
- No unmade beds or carts in the hall after 11 am
- Smiles, smiles and welcoming attitude



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# #7

## Reward and Punishment

- Thank You
- Bonus...Achievable Bonus
- Promotion
- Contests
- New Challenges



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## It's all about Systems

- |                                 |                              |
|---------------------------------|------------------------------|
| ■ Onboarding                    | ■ Clear Plan of Action       |
| ■ Goal Setting                  | ■ Marketing Action Plan      |
| ■ In-process Coaching           | ■ Coaching System            |
| ■ Results and Course-Correction | ■ Sales Management Tool      |
| ■ On-going Education            | ■ Sales and Product Training |
| ■ Reward                        | ■ Bonus Structure            |



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*Finally...*

*the truth according to Roni:*

**“Be strong in your convictions; be right in your point of view; stand up and shout if you must; insist on being heard; don't let anyone sway you from what you know to be right.”**



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But, for heaven's sake...  
Get to the Point!



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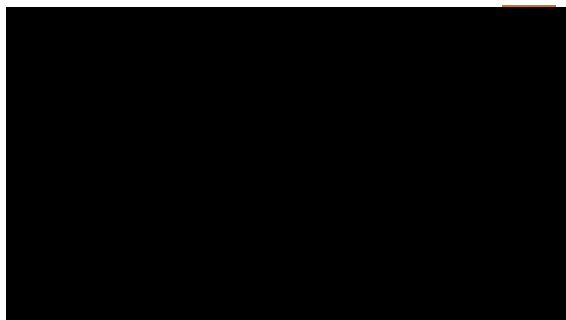
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