



# Reaching the Profitability Milestone:

Successful Strategies for Turning Around a New Acquisition  
in the First 90 Days

TALA 2025 Annual Conference and Industry Expo



# Introduction

Our panel of senior living operators and sales and marketing experts will share their experiences in achieving profitability in new acquisitions and offer concrete advice on the strategy, staffing, metrics, and leadership needed to make it happen.



# Presenters

## Amanda Daughters

Executive Vice President of Operations  
Primrose Retirement Communities

## Julie Podewitz

CEO & Founder  
Grow Your Occupancy

## Heather Tussing, CDP, CADDCT

President  
The Aspenwood Company

## Jessi Weldon

Executive Vice President – Sales & Marketing  
Primrose Retirement Communities



# Why is this topic important?



## Increase in Acquisition Activity

- New construction slow down during past several years increased interest in 3<sup>rd</sup> party operators seeking opportunities.



# Acquisitions

- Dissolution of several mid-size and large operators
- Merger of operating companies
- Investors seeing value of regional operators, more personalized operations, higher touch.





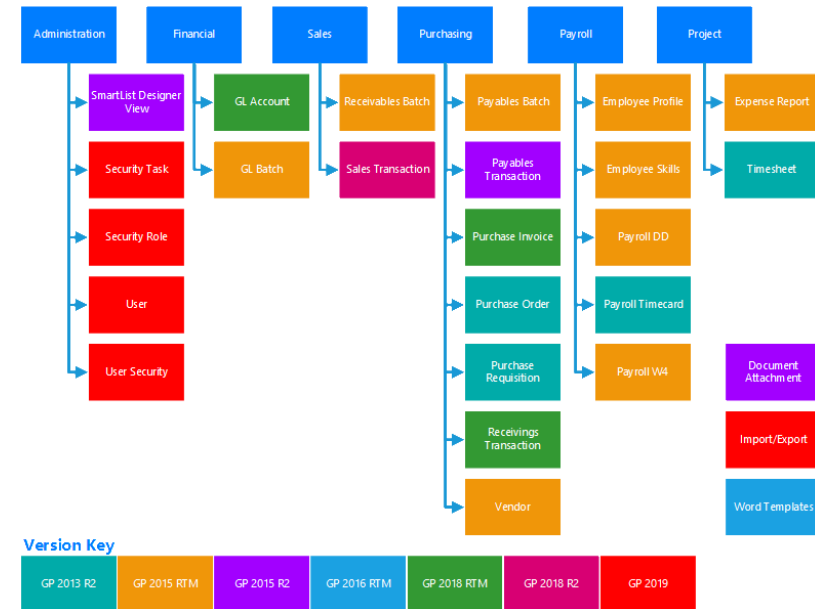
# Successful Acquisition

- Recognize that change is disruptive
- Listen and learn. Lead with curiosity (new team members)
- Know what might be **most** disruptive (deposit on first visit expectation example)



# Successful Acquisition

- System and workflow to make acquisition seamless as possible, minimizing disruption in process
- More work on the front end pays off







# Successful Acquisition

- Optimize revenue opportunities and operational excellence
- Communication is critical, all departments represented
- Importance of relationship and communication among **both operators**



# Ensure successful culture transition





# Wins and opportunities

- Panelists will share their experiences, what works well, lessons they've learned
- Both from operations and sales and marketing viewpoint
- Team collaboration a **MUST**

THE  
ASPENWOOD  
COMPANY

HEATHER TUSSING  
President

# ACQUISITIONS & OPERATIONS

## Have a Thorough Transition Plan

- *Utilize a working document*



# ACQUISITIONS & OPERATIONS

- **Home office Leadership team partners**

	Task Name	Start	Finish	Assigned to Position	Assigned to Name	% Compl...	Status	Comments
64	▾ Vendors Contracts							
65	For Acquisition - Any contract assumptions?			VP of Ops SVP Controller President VP of Plant Operations VP				
66	Office Supplies (Vendor?)			Office Manager & Accounting Assistant				
67	Fed Ex			Office Manager & Accounting Assistant				
68	Gordon Foods or Sysco			VP of Ops				
69	Local dairy and/or product provider			VP of Ops				
70	Grove Menu			VP of Ops				
71	HD Supply			VP of Plant Operations				
72	Medical Supplies (Vendor?)			SVP Clinical				
73	Direct Supply			Office Manager & Accounting Assistant				
74	Transfer Agreement			VP of Ops				
75	Emergency Transportation Agreement			VP of Ops				
76	Emergency Water Agreement			ED VP of Ops				
77	Gordon Foods Emergency Agreement			ED VP of Ops				
78	Vending Machine Contract			ED VP of Ops				
79	Bio-hazard Waste Removal			SVP Clinical				
80	Waste Removal			VP of Plant Operations				
81	Salon Services			VP of Ops				
82	Housekeeping supplies			VP of Plant Operations				
83	Generator Maintenance - service contract			VP of Plant Operations				
84	Generator Fuel			VP of Plant Operations				
85	Kitchen Hood Cleaning - quarterly			VP of Plant Operations				
86	Landscaping			VP of Plant Operations				
87	Grease Trap - service 2x year			VP of Plant Operations				
88	Pest Control			VP of Plant Operations				
89	▾ Fire Safety Contracts			VP of Plant Operations				

# ACQUISITIONS & OPERATIONS

- **Similarities to a Start-Up**

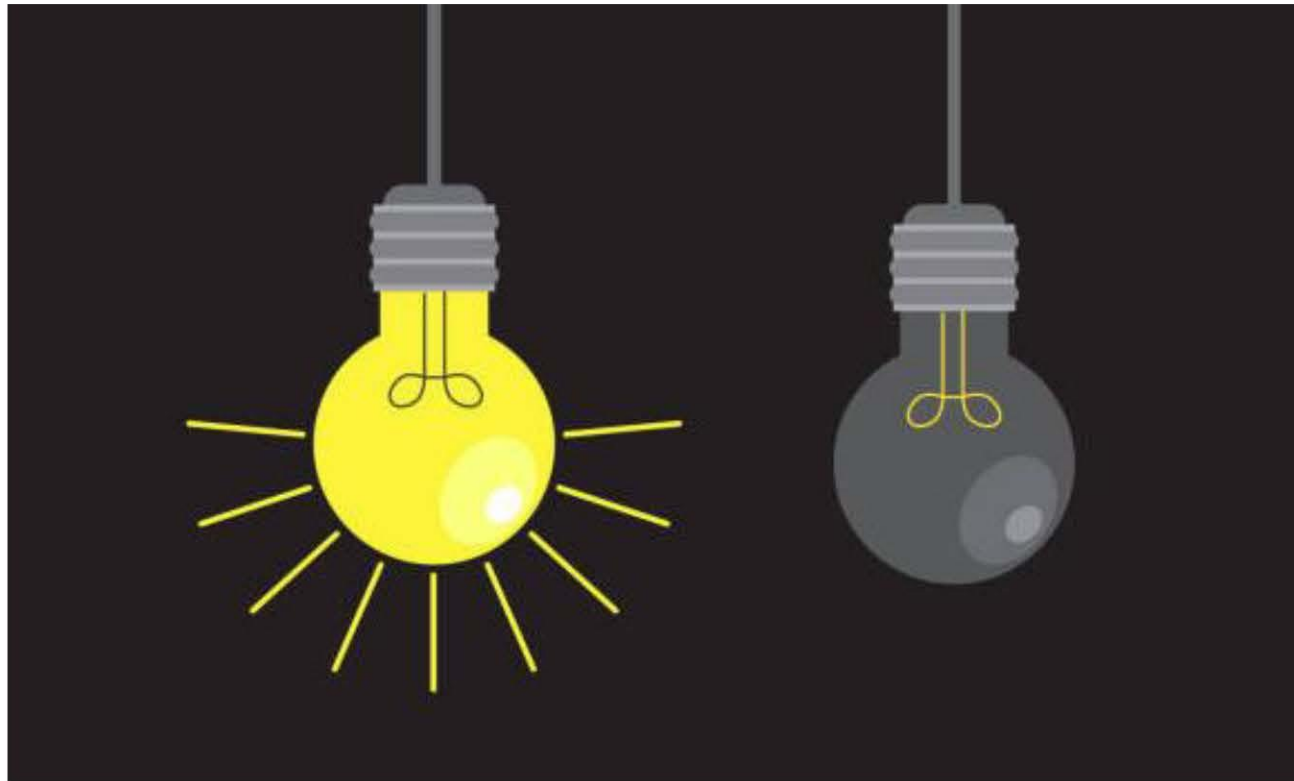
The screenshot shows a spreadsheet application interface. The title bar at the top reads "The Crestmoor at Green Hills Start-Up Tracker" and is circled in blue. Below the title bar is a menu bar with options: File, Automation, Forms, Connections, Dynamic View. A toolbar contains various icons for editing and viewing. The main area is a spreadsheet with columns: Task Name, Start, Finish, Assigned to Position, Assigned to Name, % Compl..., Status, and Comments. A tooltip for "Proofs" is visible over the first row, stating "Click on a proof icon below (available on hover) to add a proof to a row." The first row contains a proof icon, the text "Proofs", and a comment: "\*\*All contracts need sent to Heather for review/signature".

	Task Name	Start	Finish	Assigned to Position	Assigned to Name	% Compl...	Status	Comments
1	Proofs <small>Click on a proof icon below (available on hover) to add a proof to a row.</small>			VP of Ops				**All contracts need sent to Heather for review/signature
2	@			SVP Clinical				
3	Floorplan			VP Marketing				
4	Organizational Address/Telephone List Updated			Office Manager & Accounting Assistant				
5	Branding			SVP Sales VP Marketing				
6	Website Set-Up			SVP Sales VP Marketing				
7	Style Guide			VP Marketing				
8	Start-Up Collateral Sent			SVP Sales VP Marketing				
9	Community Specific Changes-Collateral			SVP Sales VP Marketing				
10	Uniforms/Name Badge/Business Cards			VP of HR Project & Payroll Manager				
11	Advertising/Marketing			SVP Sales VP Marketing				
12	Newspaper			SVP Sales VP Marketing				
13	Magazine			SVP Sales VP Marketing				
14	TV			SVP Sales VP Marketing				
15	Paid Digital Media (PPC/Social/Display)			SVP Sales VP Marketing				
16	Direct Mail			SVP Sales VP Marketing				
17	Email Marketing			SVP Sales VP Marketing				
18	Digital/Social Media			SVP Sales VP Marketing				
19	Facebook			SVP Sales VP Marketing				
20	Instagram			SVP Sales VP Marketing				
21	Google My Business			SVP Sales VP Marketing				
22	LinkedIn			SVP Sales VP Marketing				
23	Other							
24	Event Items			SVP Sales VP Marketing				
25	Grand Opening/Open House			SVP Sales VP Marketing				
26	On Hold Message/Voicemail			VP Marketing				
27	Cell Phones for Sales team members			SVP Sales VP of Information Technology				
28	Press Release			VP Marketing				

# ACQUISITIONS & OPERATIONS

## Be Proactive


- *Can't have a mis-step*





# ACQUISITIONS & OPERATIONS

- **Review all contracts – use Smartsheet – Prep in advance**



Task Name	Start	Finish	Assigned to Position	Assigned to Name	% Compl...	Status	Comments
<b>- Vendors Contracts</b>							
<i>For Acquisition - Any contract assumptions?</i>			VP of Ops SVP Controller President VP of Plant Operations VP				
<i>Office Supplies (Vendor?)</i>			Office Manager & Accounting Assistant				
<i>Fed Ex</i>			Office Manager & Accounting Assistant				
<i>Gordon Foods or Sysco</i>			VP of Ops				
<i>Local dairy and/or product provider</i>			VP of Ops				
<i>Grove Menu</i>			VP of Ops				
<i>HD Supply</i>			VP of Plant Operations				
<i>Medical Supplies (Vendor?)</i>			SVP Clinical				McKesson
<i>Direct Supply</i>			Office Manager & Accounting Assistant				
<i>Transfer Agreement</i>			VP of Ops				
<i>Emergency Transportation Agreement</i>			VP of Ops				
<i>Emergency Water Agreement</i>			ED VP of Ops				
<i>Gordon Foods Emergency Agreement</i>			ED VP of Ops				
<i>Vending Machine Contract</i>			ED VP of Ops				
<i>Bio-hazard Waste Removal</i>			SVP Clinical				Sharps Inc.
<i>Waste Removal</i>			VP of Plant Operations				
<i>Salon Services</i>			VP of Ops				
<i>Housekeeping supplies</i>			VP of Plant Operations				
<i>Generator Maintenance - service contract</i>			VP of Plant Operations				
<i>Generator Fuel</i>			VP of Plant Operations				
<i>Kitchen Hood Cleaning - quarterly</i>			VP of Plant Operations				
<i>Landscaping</i>			VP of Plant Operations				
<i>Grease Trap - service 2x year</i>			VP of Plant Operations				
<i>Pest Control</i>			VP of Plant Operations				

# ACQUISITIONS & OPERATIONS

## Become a Resource

- *Get to know residents, team members and community leadership*



# ACQUISITIONS & OPERATIONS

- **Their lives are changing**



# Sales & Marketing Strategies

**Jessi Weldon**

**Executive Vice President**

**Sales and Marketing**



# Sales & Marketing Strategies

## Alignment of Philosophies

- National Aggregators



# Sales & Marketing Strategies

## Alignment of Philosophies

- Discounts/Incentives

# Sales & Marketing Strategies

## Alignment of Philosophies

- Outreach Expectations
  - Be visible
  - Be consistent
  - Be transparent



# Sales & Marketing Strategies

## Onsite Presence

- Regional Presence
  - Sales Culture Champion
  - Implement and model systems, expectations and values





# Sales & Marketing Strategies

## Onsite Presence

- Peer Coverage for Sales
  - Find mentor who is sales & philosophies champion



# Sales & Marketing Strategies

## Onsite Presence

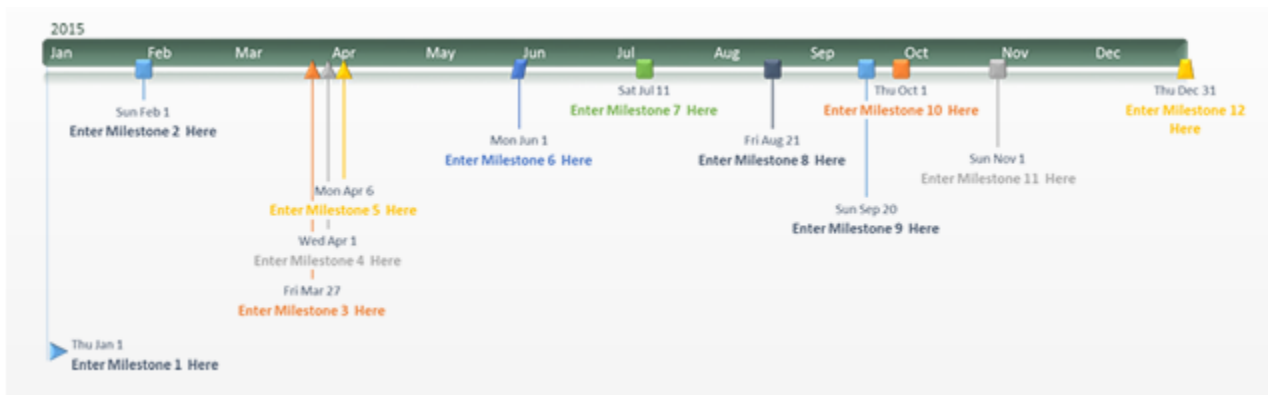
- 12-Week Leadership Rotation
  - Inter-departmental approach
    - Visible
    - Accessible



# Sales & Marketing Strategies

## Under Promise & Over Deliver

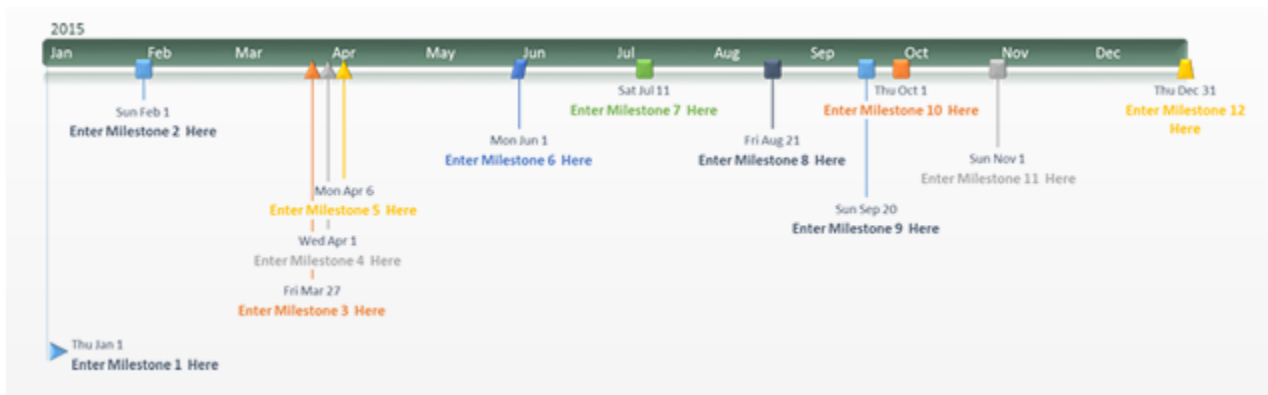
- Build trust
- Watch deadlines



# Sales & Marketing Strategies

## Under Promise & Over Deliver

- Pause on Selling Signature Programs
  - Set foundations first



# Sales & Marketing Strategies

## Civic Involvement

- Senior Living is Hyper-Local
  - Be visible
  - Participate/sponsorship in local community
  - Positive media exposure
- Company Brand Limitations
  - Earn Local market trust



# Sales & Marketing Strategies

## Marketing Checklist

- Plan Ahead for Ownership Transitions
  - Social Media, Directories, GMB
    - Look for quick wins
  - Regular meetings with stakeholders

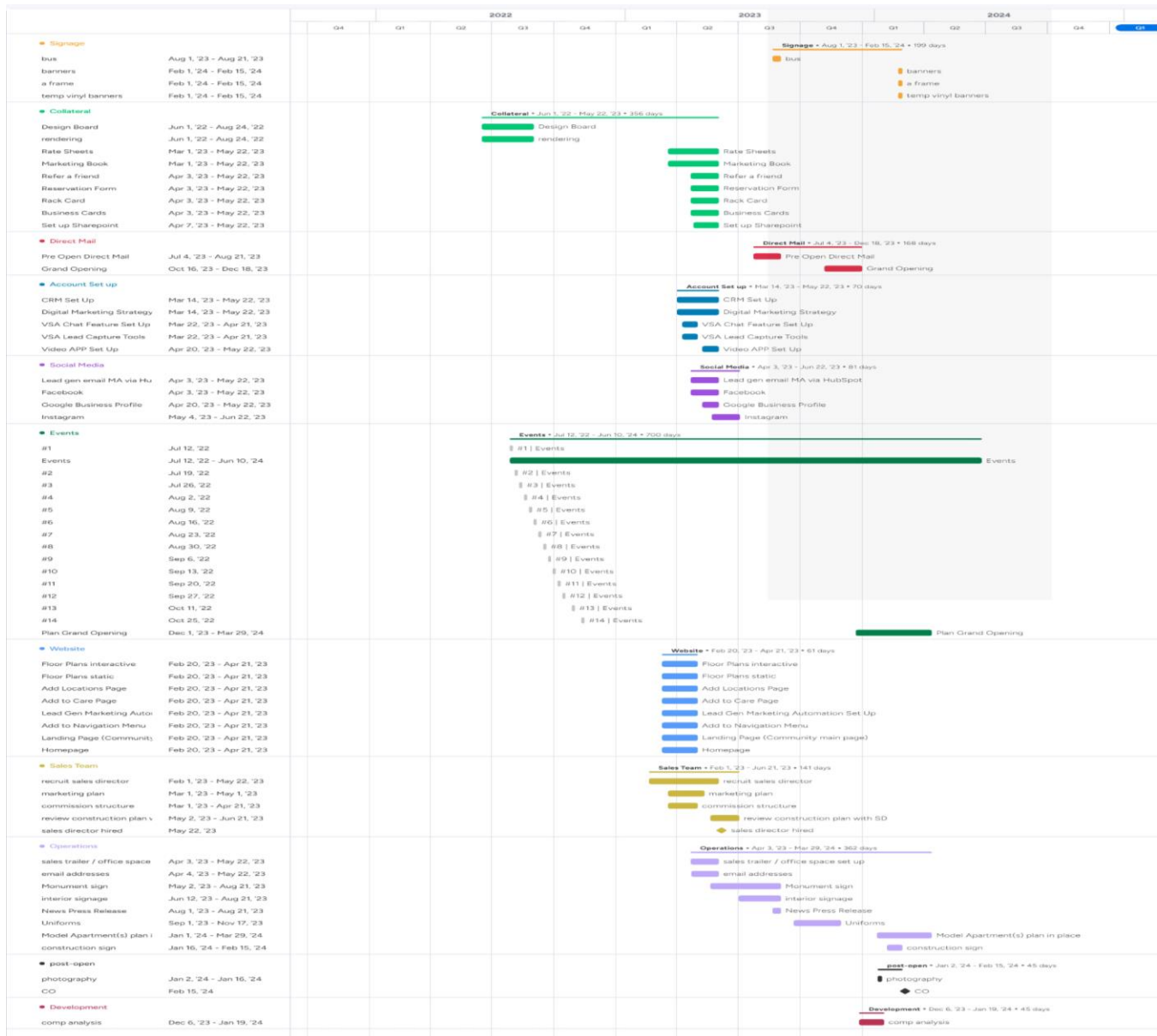


# Sales & Marketing Strategies

## Marketing Checklist

- Plan for Additional Pay Per Click (PPC)
  - Budget generously
- Plan for Website Redirects
- Start branding early
- Review all new lead opportunities







# Operational Strategies

**Amanda Daughters**

**Executive Vice President**

**Operations**

**New Development Manager**



# Operational Strategies

## Due Diligence

- Contract Review
  - Resident New Occupancy Agreements
- Rent Roll Review



# Operational Strategies

## Due Diligence

- Vendor relations
  - Review all contracts, renegotiate terms
  - Vet new vendor opportunities

# Operational Strategies

## Due Diligence

- Pricing Structure & Care Level Reviews
  - Ala carte options
  - Review competitive analysis pricing structure
  - Tiered approach

### PRICE

What is the cost to the customer?  
....

- Value to buyer
- Price sensitivity
- Existing price points
- Discounts
- Competitor pricing



# Operational Strategies

## Integration Planning

- Plan for System Integrations
  - Multiple Stakeholders
  - Importance of IT Department
    - Know black out period
    - Confirm last pull and what manual entry might be expected
  - Limit Disruptions

# Operational Strategies

## Overcommunicate

- Resident, Family, & Staff Meetings
  - Onboarding meetings day one
  - Resident letters before day one

# Operational Strategies

## Overcommunicate

- Post-Acquisition Surveys
  - 90-day, 6 months, 1 year



# Operational Strategies

## Overcommunicate

- Find the Pain Points



# Operational Strategies

## Top Priority – The PEOPLE

- Don't Let Minutia Distract from People
  - Learn and listen
  - Prioritize Executive Director over agenda



# Operational Strategies

## Top Priority – The PEOPLE

- Continually Gather Employee Feedback
- Implement Employee Retention Strategies





## Just a couple more thoughts...

- Thorough competitive analysis, including a sales skills assessment for acquisition and competition.
- Identify acquisition differentiator as well as that of competition.
- Recognize that the sales skill talent of sales director (team) is a differentiator.
- Where does your acquisition rank?



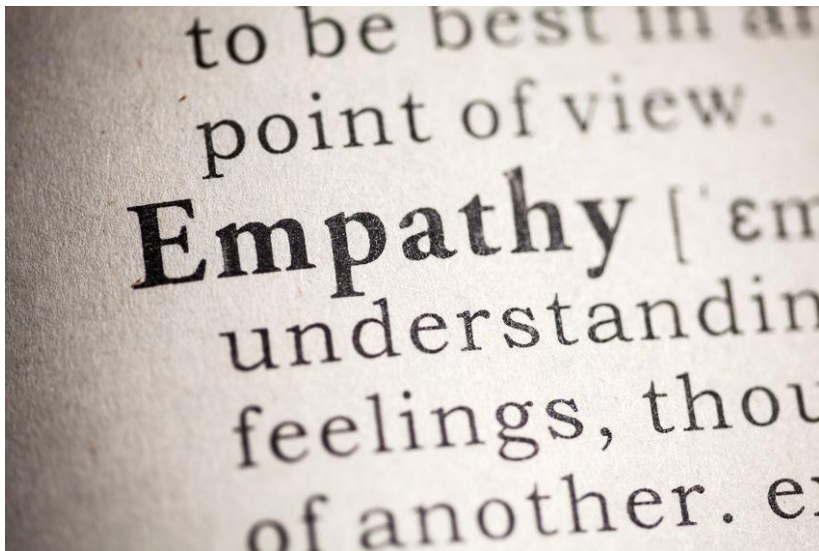
# Transition Budgets for Sales Ramp Up

- Use data metrics to plan strategic lease up
- Sales Activity trend T6
- Sales Conversion trend T6
- Lost Lead Analysis
- Digital Lead Analysis to build strategy
- Lead Source Analysis
  - Local referrals
  - Friends, family
  - Word of mouth



# Recap

- Plan. Time spent on front end pays off.
- All-team approach. Organization is crucial.
- Lead with empathy. Recognize change is painful. New leadership uncertainty.





# Recap

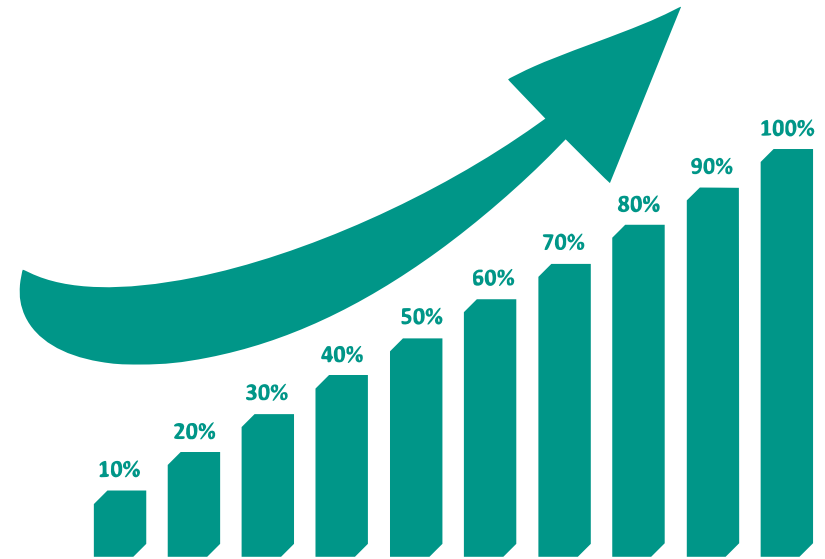
- Specific expectations, benchmarks, KPI
- Communicate





# Recap

- Transition plan critical. Like a start up. Checklists!
- Seal revenue opportunities, review all contracts for missed billing opportunities.





# Recap

- Accountability to self and others, internal and external
- Be firm in expectations, be willing to make a change







# Recap

- Alignment of philosophies
  - Aggregators
  - Discounts/Incentives
  - Outreach Expectations
  - 12-week leadership rotation



# Recap

- On Site Presence
- Peer Coverage for Sales
- Under-promise and overdeliver

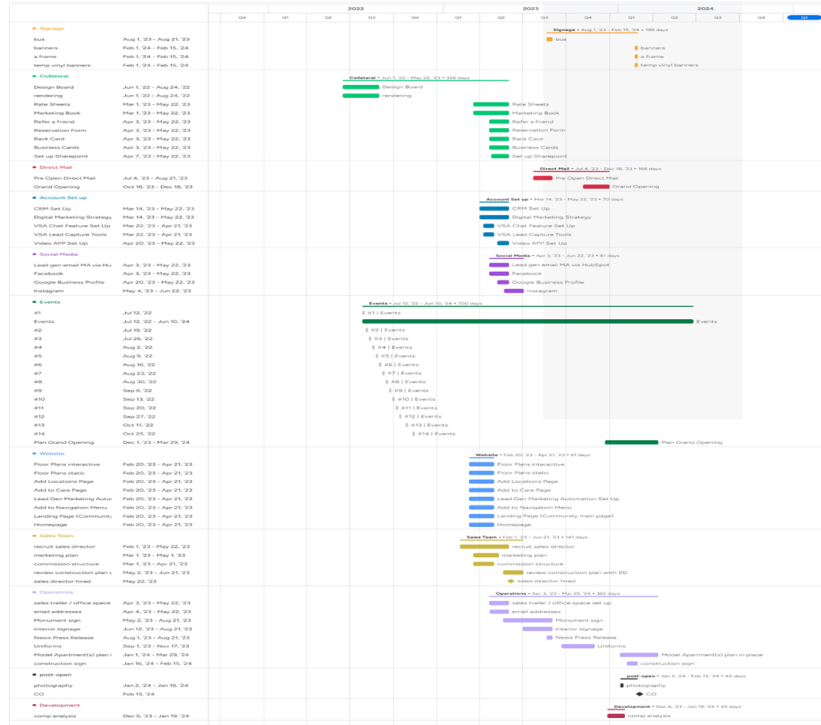


**TEAMWORK**



# Recap

- Civic involvement, new brand awareness
- Marketing Checklist





# Recap

- Due Diligence Contract and Vendor Reviews
- Pricing Structure and Care Level Reviews
- Integration Planning





# Recap

- Overcommunicate
- All team approach
- PEOPLE Top Priority





# Thank You!



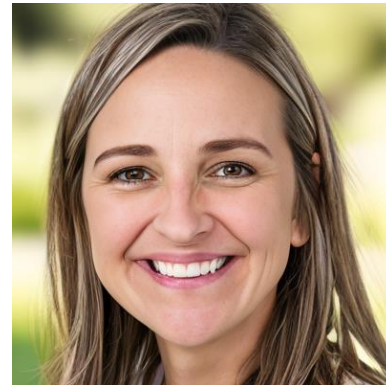
**Amanda Daughters**  
Executive Vice President of Operations  
Primrose Retirement Communities



**Julie Podewitz**  
CEO & Founder  
Grow Your Occupancy  
[Julie@growyouroccupancy.com](mailto:Julie@growyouroccupancy.com)



**Heather Tussing, CDP, CADDCT**  
President  
The Aspenwood Company



**Jessi Weldon**  
Executive Vice President – Sales & Marketing  
Primrose Retirement Communities