Analysis of Tenant Preferences for Various Assisted Living Services and Amenities and the Influence of the Family in the Housing Decision-Making Process

by

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Submitted to the Department of Urban Studies and Planning in Partial Fulfillment of the Requirements for the Degree of Master of Science in Real Estate Development

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ABSTRACT

This paper provides an exploratory examination of: (i) the level of influence the family exercises in the assisted living decision-making process; (ii) tenant and family preferences for various assisted living services and amenities; (iii) the similarities and differences between the preferences of the tenant and those of the family, and (iv) the location preferences of tenants and their families and the implications associated with these preferences. To obtain the information necessary to examine these issues, a detailed survey was made of 35 tenants living in 5 assisted living facilities in the Boston area. In addition, a similar but less detailed survey was made of the family members of 18 of these tenants.

The findings of these surveys indicate that the family is very involved in the assisted living decision-making process. In particular, families are extremely involved in the facility selection process. Proximity to the tenant’s family appears to be the most important factor tenants and their families consider when choosing an assisted living facility. In fact, the central theme of this thesis is that proximity to family is the most important factor underlying facility choice. In addition to location, tenants and their families also exhibit strong preferences for private apartments, private bathrooms, the ability to furnish their apartments and the ability to lock their apartment doors. Further, families exhibit strong preferences for factors related to the facility’s management, food service and appearance. Although tenants tend to consider these factors to be very or somewhat important, they appear less likely to disqualify a community from consideration on the basis of a perceived deficiency in one of these factors.

These findings have several implications for assisted living developers, owners and operators. First, the role the family plays in the move decision and the location preferences of tenants and their families suggest a need to reexamine the methods industry professionals employ to determine the depth of the market for a given assisted living project. While focusing on the population of potential tenants within a target market area is appropriate for other forms of retirement housing, it may not be entirely applicable to assisted living. In addition, those who ignore the importance of factors related to the facility’s management, food service and appearance may fail to attract some tenants solely because the tenant’s family perceives a facility to be deficient with respect to these factors.

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I am deeply indebted to the 35 tenants and 18 family members who took the time to participate in this study. Their opinions form the backbone of this paper, and I could not have completed this project without their cooperation.

I will always have fond memories of the 35 plus hours I spent with the tenants I interviewed. They were an impressive group of people. I found their candor, accomplishments and senses of humor to be personally inspiring. As a result, the time I was able to spend with each of them transformed a truly daunting task into a thoroughly enjoyable one.

This paper is the culmination of the most intense year of my life. I would be remiss if I did not thank my classmates for their support throughout the year. I never worked so hard in my life, but thanks to my peers I have never laughed so hard either.

Last but certainly not least, I would like to thank my husband, Jeff. My secondary education has been one long lesson in perseverance. When I started my undergraduate education as a freshman at Fairfield University in 1982, my goal was to attend graduate school 4 years down the road. Alas, things do not always go according to plan, and it took me 15 years to realize my objective. Jeff’s support both personally and financially placed what oftentimes appeared to be an unattainable goal within reach. His belief in me is as unwavering as my belief in myself and I am lucky to have him.
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CHAPTER 1

INTRODUCTION

1.1 Introduction and Background

Many in the retirement housing industry attribute the success of assisted living to a growing market demand for a new housing prototype designed specifically for the frail elderly. Assisted living, which delivers needed health and personal support services in a setting that promotes individual autonomy and dignity, was the industry's response to this demand. The assisted living prototype is distinct from the traditional nursing home model which provides health care and personal support but lacks an explicit commitment to resident independence. The continued growth in the population of citizens over the age of 85, as well as certain other trends such as the increasing number of women entering the workforce, indicate that the demand for assisted living will remain strong, at least for the foreseeable future.

The representative assisted living tenant is an 83 year old woman who requires assistance with 3 of the Activities of Daily Living (ADL). Within the continuum of care, assisted living lies in between independent living and skilled nursing care. To date, the retirement housing industry has not adopted a standard definition of assisted living. Consequently, this paper employs the following definition of assisted living developed from the Assisted Living Facilities Association of America's (ALFAA) description of assisted living:

A residential and home-like environment where housing features, health care, personal support services and assistance with ADLs are combined in a manner designed to provide tenants with personal care and assistance that is available 24 hours a day on a scheduled or unscheduled basis while simultaneously promoting tenant autonomy, privacy and dignity. Assisted living services include the provision of three meals a day, housekeeping, laundry, programmed activities, scheduled transportation, assistance with ADLs and medication monitoring.

1 The Assisted Living Facilities of America and Coopers & Lybrand, An Overview of The Assisted Living Industry (Fairfax, Virginia: The Assisted Living Facilities of America and Coopers & Lybrand, 1993), 18. ADLs include such activities as eating, dressing, bathing, transferring and toileting.

Rosalie A. Kane and Keren Brown Wilson, Assisted Living in the United States: A New Paradigm for Residential Care for Frail Elders (Washington, DC: American Association of Retired Persons, 1993), 12. Pointing to the lack of suitable terms to describe the persons who live in assisted living settings, and as a means of reinforcing their independent status, Kane and Wilson choose to describe residents as "tenants." This paper also uses the term tenant to describe those who live in assisted living settings. Kane and Wilson also substitute the terms "program" and "setting" for the term "facility." This paper employs all three terms.

2 Ibid., 6-7.
Keren Brown Wilson has developed a more comprehensive definition of assisted living which incorporates the concepts of aging in place and family and community involvement. However, as the focus of this study is consumer preferences for various assisted living services and amenities, facilities were selected to participate in this study on the basis of the design, service delivery and value criteria set forth in the definition developed above. This is not to say that participating facilities do not enable aging in place or promote family and community involvement, but rather that these facilities were not screened to ascertain their respective commitment to these goals.

As the definition suggests, the underpinning philosophy of assisted living is to preserve and enhance the independence of tenants. This philosophy maintains that the physical and cognitive deterioration often associated with the aging process should not interfere with an individual’s ability to exercise control over his or her personal care and affairs. Thus, an ideal assisted living setting affords tenants absolute decision making power within the limits of "bounded choice" and preserves the tenant’s right to take "negotiated risks." This philosophy, together with the facility design and care packages developed in accordance with the philosophy, distinguish assisted living settings from the institutional environments often associated with nursing homes. As John Hogan notes, assisted living programs “make each resident believe he or she is at home and not in a home.” Assisted living’s philosophy also distinguishes it from so-called board and care homes which provide an atmosphere and services similar to assisted living but which do not share assisted living’s stated commitment to individual autonomy, dignity and privacy.

Over the past several years there has been a notable increase in the development of assisted living facilities. This trend is expected to continue, with the number of assisted living "beds" projected to grow from 600,000 in 1993 to 1,387,836 in 2000, or approximately 131%. The increase in the demand for assisted living can be attributed to the convergence of various factors.

First, much has been written about the aging of the U.S. population. The U.S. Bureau of the Census estimates that between the years 1990 and 2020 the number of persons over the age of 65 will grow...
from approximately 31,000,000 to approximately 52,000,000. During the current decade, the number of elderly persons aged 80 to 85 will grow by 39.3%, and between the years 2000 and 2016 this age cohort will grow by another 33.2%. It is estimated that 6.5 million people over the age of 65 require assistance with one or more ADL, while 50% of those aged 85 and older require assistance with at least one ADL or instrumental activity of daily living (IADL). Second, the previous two decades witnessed a significant increase in the number of women working outside of the home. This pattern may substantially and irreversibly alter the traditional care-giver relationship within the family. Third, the physical ability of children, who are themselves likely to be over 50 and may be over 60, to provide the necessary care for their parents may be limited.

Fourth, calls to balance the federal deficit and government spending levels are focusing on methods to reduce Medicaid and Medicare spending. Nursing home care, previously one of the few available means of caring for the frail elderly, is heavily subsidized by Medicaid. Although limited in its scope, there is evidence that assisted living provides a less expensive alternative to nursing home care. Moreover, a study of Massachusetts' nursing homes demonstrated that only 37% of residents require the level of care provided in a nursing home setting. Finally, there is the underlying philosophy of assisted living, which is widely appealing in that it strives to maintain and enhance the quality of the lives of elderly Americans.

1.2 Purpose of Research
The success of the assisted living industry implies that there is a strong demand for the assisted living housing product. However, assisted living is a unique product designed to satisfy the needs as well as the demands of tenants. The age and frailty of some assisted living tenants suggest that demand for this product emanates from both the tenant and the tenant's family. This is not surprising in the sense that the most important bond the vast majority of us experience in our lifetimes is with our immediate family. This bond is strongest in early life when we rely upon our family for physical and emotional nurturing. As we grow older we develop support systems outside of our immediate family and the importance of our family in our daily lives diminishes. However, the family usually remains at the center of this support system. As we age, our alternative support

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11 Kane and Wilson, op. cit., p. 60. The data necessary to make a comparison of assisted living and nursing home costs was available only for Oregon.
systems experience a natural break down. Cherished friends pass away, and physical or mobility limitations make it harder to maintain the ties we have established within a community over time. Thus, it would seem natural that in the later years of life the bond with one’s immediate family becomes increasingly important. If this is in fact the case, a sizable portion of the market for this housing product may be comprised of the families of the assisted living tenant. However, there are few documented measures of the extent to which the family influences the tenant’s housing decision making process. Further, nothing is known about how tenants and their families interact during the housing decision-making process.

In addition to the lack of information regarding the role the family plays in the tenant’s housing decision-making process, and despite the strong demand for assisted living, there is little publicly available information regarding tenant and family preferences for the various services and amenities offered through assisted living. Most assisted living programs offer standard services and amenities. Are tenants and their families satisfied with the services and amenities currently offered by assisted living? What factors do tenants and their families consider to be most important when choosing a facility? Whose preferences take precedence in the facility selection process—the tenants’ or the families’?

The purpose of this paper is to provide an exploratory examination of: (i) the level of influence the family exercises in the assisted living decision-making process; (ii) tenant and family preferences for various assisted living services and amenities; (iii) the similarities and differences between the preferences of the tenant and those of the family, and (iv) the implications of these preferences for assisted living developers, owners, operators and tenants.

1.3 Structure of Paper
The remainder of this paper is organized into five chapters. Chapter 2 reviews relevant literature and data and documents the need for further research. The third chapter explains the research methodology. Chapter 4 and 5 describe the research findings. The final chapter discusses significant or interesting research findings as well as the implications these findings have for assisted living developers, owners, operators and tenants.
CHAPTER 2

LITERATURE OVERVIEW

2.1 Description of Literature

Literature related to the topic of this paper is separated into three categories that follow the purpose of the paper as stated above. The first category reviews research related to the influence of the family. The second reviews industry research related to the location preferences of tenants and their families and the methods used to determine the depth of the market for assisted living facilities. The third category reviews consumer preference research. It should be noted there is significant literature devoted to senior housing markets in general. Similarly, there is significant literature dedicated to the segmentation of the senior citizen population based on lifestyles and values and the development of consumer profiles distinctive to elderly Americans. However, as this literature is not specifically related to the role of the family in the decision-making process or consumer preferences for a particular product (in the case of this paper, assisted living), it is not reviewed here.

2.2 Familial Influence Research

As noted above, there is strong anecdotal evidence that the family exercises significant influence in the assisted living tenant's decision-making process. This anecdotal evidence notwithstanding, research which attempts to measure the level of familial influence is not widely available. During 1994 and 1995, John Capitman and other researchers from Brandeis University interviewed the staff of 20 assisted living facilities across the country and 396 tenants residing in those facilities. Also, in 1994, the Setting Priorities for Retirement Years Foundation (SPRY) surveyed 63 older adults as well as a member of their family or a friend. Among other things, the purpose of this study was to examine how long term care arrangements are decided upon, who makes the decisions and under what circumstances decisions are made.

2.2.1 Brandeis Study

The Brandeis study was designed to provide an empirical measure of tenant preferences and concerns as well as the extent to which existing programs measure up to assisted living's underlying philosophy. To date, the study's findings with respect to tenant preferences and concerns have not been reported. However, some of the findings related to tenant autonomy and familial influence have been reported. These findings indicate that risk, or the tenant's ability to make decisions which may increase his or her chance of personal injury or illness, was generally negotiated by informal
care givers and facility staff acting on behalf of the tenant and without the tenant's involvement. Further, the study found that "only slim majorities" of tenants believed they exercised choice in either the decision to move to an assisted living program or the particular program chosen. Thus, these findings appear to challenge the notion of tenant autonomy within the assisted living setting.\footnote{John A. Capitman et al., \textit{Resident Experiences in Assisted Living} (Waltham, MA: Institute of Health Policy, Heller School, Brandeis University, 1997), 10.}

### 2.2.2 SPRY Study

The SPRY study found that consumers of long term care exhibit one of four decision-making styles. For purposes of the study long term care included care provided in either continuing care retirement communities, assisted living settings, the elderly person's home or nursing homes. The four decision-making styles identified in the study are the Scrambler, the Reluctant Consenter, the Wake-up Call Decision Maker and the Advance Planner.

Eleven of the study's participants were identified as Scramblers. In each case, the Scrambler experienced a sudden illness or injury which forced him or her to seek alternative housing arrangements. Initially, all of the Scramblers moved to nursing homes, although some of them relocated after their health improved. Interestingly, all of the Scramblers who did not relocate from the nursing home did not have close friend or relative. Because the Scramblers move was precipitated by a sudden illness or injury, the choice of a long term care arrangement was initially made by a family member. Those Scramblers who subsequently moved from the nursing home were more involved in the second move decision. However, almost all the time, the second search was conducted by the family, and the elderly person visited one or two of the places their family presented as the best options.

The study identified 18 Reluctant Consenters. Of this group, 2 resided in nursing homes, 1 in a foster care situation, and the rest resided in either an assisted living facility or at home. As the name suggests, Reluctant Consenters had no desire to change their living arrangements. Instead, their decision to move generally occurred after a family member or health care professional intervened. In these cases, the family initiated and made the decision on the senior's behalf.

Fourteen of the seniors participating in the SPRY study were identified as Wake-up Call Decision Makers. All of these people live in assisted living settings or at home. This group generally recognized an increasing need for assistance and initiated the change in their housing arrangement.
Both the Wake-up Call Decision Maker and his or her family was involved in the decision-making process. However, the family tended to do more of the legwork by considering a number of options and taking the elderly person to visit one or two of the best options.

The remaining 20 participants were identified as Advance Planners. Sixteen members of this group lived in CCRC’s, 3 in assisted living settings and 1. All of the Advance Planners shared the belief that at some point advanced age would require them to make a decision about their personal care. In addition, all of the members of this group wanted to make their own decision rather than have someone else make it for them. These people tended to be planners by nature, and some of them noted that they did not want to burden their families. The members of this group were more educated than the members of the other 3 groups. The role of the family in the Advance Planner’s decision tended to be “supportive,” with the senior doing most of the legwork and making the final decision.14

2.3 Industry Research
To provide industry professionals with information about assisted living, associations like ALFAA and the American Association of Housing and Services for the Aging (AAHA) have formed alliances with firms that provide market and data analyses. These groups conduct research relevant to assisted living, and the information gathered through these research efforts is widely available throughout the industry. Also, to provide a basis for the discussion of the location preferences of tenants, this section also reviews several works that outline the methodology that should be used to determine the depth of the market for an individual senior housing development.

2.3.1 Research Conducted by Industry Associations
ALFAA together with Coopers & Lybrand and AAHA together with Ernst & Young publish periodic statistical overviews of the assisted living industry. Information is compiled from surveys completed by the owners and operators of assisted living facilities located throughout the U.S. In addition to demographic, marketing and other information relevant to assisted living providers, these overviews present data regarding the distances from which tenants relocate to a facility and the distance family members of tenants reside from a facility. The 1993 ALFAA and Coopers & Lybrand overview reported that 74% of assisted living tenants entered programs located within 15 miles of their previous residence, and 84% of assisted living tenants have a family member living within 30 miles.

of the facility. The 1996 overview reported that 70.8% of tenants relocate from within 15 miles of a facility, and 87.9% of tenants have family members living within 50 miles of the facility. The 1996 overview also provides these figures for the different regions of the country. In the Northeast, 70.3% of tenants relocate from within 15 miles of the facility, and 91.2% have family members who live within 50 miles of the facility.\textsuperscript{15} ALFAA and Coopers & Lybrand's findings are substantiated by AAHA and Ernst & Young who found that 67% of tenants who relocated to continuing care retirement communities chose facilities lived within 25 miles of the facility.\textsuperscript{16}

\subsection*{2.3.2 Methods Used to Determine Market Depth}

The retirement housing industry is relatively young, and as such, “the geographic market area from which a community will draw most of its residents continues to be refined as we learn more about how the elderly respond to retirement housing options.”\textsuperscript{17} The young age of the industry, notwithstanding, over the past several decades a location pattern has emerged which suggests that most elderly persons choose retirement communities located near their previous homes.\textsuperscript{18} Thus, today the depth of the market for a particular senior housing project is measured in large part by conducting a demographic analysis of the population of potential tenants living in the project’s target market area.\textsuperscript{19}

Although many developers use this type of analysis to determine the market for a proposed assisted living facility, assisted living represents a recent innovation within the retirement housing industry. As Susan Brecht notes, the young age of the assisted living industry means that methods to determine the market for assisted living “are, at best, still in a formative stage.”\textsuperscript{20} In fact, it is only within the last several years that Brecht describes the need to look at demographic trends among those aged 45 to 60 because the children of assisted living tenants may influence the housing choice.\textsuperscript{21}

\begin{footnotes}
\item[18] Ibid.
\item[19] Ibid., 97.
\item[20] Ibid., 160.
\end{footnotes}
Moreover, assisted living consumers demonstrate both a demand and a need for assisted living housing arrangements. The combination of demand and need makes assisted living a unique form of housing. For example, independent living consumers, who are younger and more active than their assisted living counterparts, exhibit a demand, rather than a need, for retirement housing. On the other hand, nursing home residents exhibit a need for, rather than demand, nursing home care. Because assisted living is a new product that is both demanded and needed by its target market, it is difficult to analyze the size or depth of the market for assisted living.\(^\text{22}\)

### 2.4 Consumer Preference Research

Published research devoted to ascertaining the preferences of consumers for assisted living services and amenities is in short supply. Of course, many owners and operators of retirement housing may maintain databases that include information about consumer preference gleaned through focus groups studies or consumer satisfaction surveys. However, this information is proprietary, and as such, it is not publicly available. The American Association of Retired Persons (AARP) has published the results of several surveys it has conducted over the last decade. In addition, although portions are not coded, and therefore unpublished, the Foundation for Aging Research (FAR) maintains data bases of information compiled through surveys of both potential and existing retirement housing consumers.

In addition to these surveys, there are several studies which are based on interviews with residents of retirement communities. The Canadian Mortgage and Housing Corporation supported a study of senior housing tenants in Ontario, Canada. The study, conducted in 1986 by Mary Jane Lovering, was designed to measure the motivations for the use of outdoor facilities and neighborhoods by tenants of congregate apartments. Also, Linda Shelles completed a study designed to determine the factors that influence the choice of housing arrangements in late life. Each of the above-cited studies and their applicability to the research underlying this paper are discussed in turn below.

#### 2.4.1 AARP Surveys

In 1986, AARP conducted a random telephone survey of approximately 1,500 adults over the age of 55. The purpose of the study was to determine survey respondents' perceptions of various housing related issues. In 1989, 1992 and 1996, AARP conducted similar surveys using modified versions of the 1986 survey instrument.

\(^{22}\) Ibid., 111-112.
These surveys asked respondents questions regarding their current housing arrangement as well as questions designed to measure respondent preferences for housing alternatives. With respect to consumer preferences for alternative housing arrangements, the 1996 AARP survey demonstrated that an overwhelming 83% reported that they prefer to stay in their own homes and never move. In the event advanced age or physical frailty necessitate a move, 69% of the survey respondents indicated that they would prefer to move to a care facility. The 1996 survey respondents were also asked the type of apartment building in which they would prefer to reside. Forty-five of the respondents aged 55 and older indicated a preference for a building that includes residents of all ages, while 38% prefer buildings inhabited solely by senior citizens.

The percentages of respondents to the 1989 survey who reported preferences for mixed age apartment buildings, senior citizen apartment buildings and remaining in their own homes were almost identical to the percentages recorded in the 1996. While 53% of the 1996 survey respondents would consider moving to a specifically designed apartment building, only 32% of the 1986 respondents reported that they would consider moving to an apartment building where meals, housekeeping, transportation and activities were provided. The 1989 survey also found that of the 57 survey respondents who moved in the year prior to completing the survey, 63% moved within the same city or county, 26% changed cities or counties but stayed in the same state and 11% moved out of state.

In addition to the above referenced surveys, AARP recently conducted a random telephone survey of 694 adults aged 50 and over. The purpose of this survey was to gauge the preference for private rooms among potential assisted living tenants. The study found that 82% of older adults would prefer to occupy a private room, and only 4% would prefer to share a room with an unrelated party. Additionally, 87% would choose a smaller private room over a larger double occupancy room (10%). Finally, when asked to rank their concern about specific issues related to assisted living: 80% of the study participants mentioned being somewhat or very concerned about receiving low quality care; 73% were concerned about being served food they did not like; 71% were concerned

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about sharing a room with someone they did not know; and 52% were concerned with being forced to live with rules and restrictions.\(^25\)

### 2.4.2 FAR Research

In 1988, FAR conducted a random telephone survey of 2,500 older adults to obtain general demographic data about the study populous as well as to information related to the populous’ health, interest in retirement housing, preferences for retirement housing services and preferences for housing location and design. While the FAR study provides more comprehensive information regarding consumer preferences for retirement housing in general and certain location and design attributes in particular, the findings of this survey with respect to preferences for housing services, location and design have not been coded, and therefore, are not available for review. The FAR also maintains a longitudinal data set which tracks the health care usage and resident satisfaction of 1,100 residents of two continuing care retirement communities in Florida. Again, this data is coded, but FAR provided a copy of the disk containing the data.\(^26\) Unfortunately, time constraints prevented any analysis of the data contained in the disk.

### 2.4.3 The Shelles Study

The Shelles Study does not focus directly on consumer preferences, but rather on the factors that influence the housing decision-making process in late life. In 1993 Shelles interviewed 24 tenants living in three retirement communities in Minnesota. Shelles identified 7 “push” factors, or factors which influence seniors to move from their homes, and 7 “pull” factors, or factors which influence seniors to move to retirement communities. Push factors include things like home maintenance, health concerns and safety concerns, while pull factors include retirement community services and amenities. The purpose of the study was to determine the significance of these factors in the decision to move to a retirement community. Shelles’ findings regarding push factors are shown in Table 2.1 and regarding pull factors in Table 2.2.

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\(^{26}\) Joyce Parr and Sarah Green, *Foundation for Aging Research Data Set Descriptions* (Clearwater, Florida: Foundation for Aging Research).
### PUSH FACTORS

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>PERCENTAGE REPORTING FACTOR AS IMPORTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>I no longer felt safe in my previous residence</td>
<td>42%</td>
</tr>
<tr>
<td>My family urged me to move to retirement housing</td>
<td>42%</td>
</tr>
<tr>
<td>I became concerned about my health</td>
<td>38%</td>
</tr>
<tr>
<td>Taking care of home maintenance was difficult</td>
<td>33%</td>
</tr>
<tr>
<td>I didn’t need as much room as I had at my previous residence</td>
<td>29%</td>
</tr>
<tr>
<td>My family became concerned about my safety in my previous residence</td>
<td>28%</td>
</tr>
<tr>
<td>I have become widowed recently</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Table 2.1—The Importance of Push Factors**
*Source: Factors Influencing Seniors’ Decision-Making Process for Residential Choice in Late Life*

### PULL FACTORS

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>PERCENTAGE REPORTING FACTOR AS IMPORTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The rental price was something that I could afford</td>
<td>63%</td>
</tr>
<tr>
<td>I like being able to have some of my meals in the dining room</td>
<td>63%</td>
</tr>
<tr>
<td>There is always someone around to help me if I need it</td>
<td>54%</td>
</tr>
<tr>
<td>Retirement housing is located much closer to transportation</td>
<td>50%</td>
</tr>
<tr>
<td>Retirement housing has someone who can help me with my housekeeping and laundry</td>
<td>44%</td>
</tr>
<tr>
<td>There are more things to do here than there were at my previous residence</td>
<td>42%</td>
</tr>
<tr>
<td>I knew someone who lived here</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Table 2.2—The Importance of Pull Factors**
*Source: Factors Influencing Seniors’ Decision-Making Process for Residential Choice in Late Life*

#### 2.4.4 Lovering Study

In 1986, Lovering interviewed 95 residents of 10 "senior apartment" complexes in southern Ontario. Among other things, the Lovering study found that participants' life satisfaction scores were positively related to the number of trips out of the building and the number of perceived positive grounds features. Conversely, outdoor excursions were found to be negatively related to the number of attributes of the participants' previous neighborhood that were missed. In addition, the preference of study participants to be with others was found to be negatively related to the number of perceived
negative grounds features and the number of participant suggested improvements for outdoor environments.27

2.4.5 Applicability of Existing Consumer Preference Related Research

While the works cited above provide valuable insights into the housing preferences of older Americans, their findings do not appear to be directly applicable to the preferences of the actual consumers of assisted living. For instance, the AARP and one of the FAR studies relied upon surveys of potential consumers of retirement housing, and as such, survey respondents included persons much younger than the average assisted living tenant. Because the so-called “young-old” lack many of health problems associated with advanced age, younger study participants probably had given little, if any, consideration to an assisted living housing option. Moreover, potential consumers of retirement housing may be unfamiliar with the various housing products available. A 1995 study conducted by the Harvard School of Public Health and Louis Harris & Associates indicates that 47% of Americans over the age of 50 are unfamiliar with the concept of assisted living. Moreover, of those who had heard or read about assisted living, 40% had not assimilated enough information to form an opinion about this type of housing arrangement. Thus, the ability of study participants to accurately characterize their preferences for a product they do not understand is questionable. Although the FAR longitudinal data set tracks the preferences of tenants of two continuing care retirement communities in Florida over time, the vast majority of these tenants do not need the level of services required by assisted living tenants. As this is the case, these tenants may have preferences which differ from those of their assisted living counterparts.

Like the FAR longitudinal data set, the Shelles and Lovering studies surveyed actual residents of retirement housing. The purpose of the Shelles study was limited to measuring factors which influence the housing decision-making process, and although limited, it does measure the role of certain factors in the move decision, including familial influence. However, the study does not focus on the preferences of tenants for assisted living services and amenities. Similarly, the scope of the Lovering study was limited to a measure of the motivation to use outdoor space and how the design of such space affected this motivation. While Lovering hypothesized that physically dependent persons were more likely to go out if assistance was available, she was unable to test this hypothesis because only 13 study participants reported needing assistance to go outdoors.28 Finally, although it

is not specifically noted, the study participants appeared to live in congregate housing communities, and therefore, they are less likely to require or receive the services characteristic of assisted living.

2.5 Need for Research

In addition to the limited applicability of the consumer-based studies discussed above, Kane and Wilson, Capitman et al. and Susan Brecht all refer to a lack of information regarding the preferences and motivations of the tenants, who, when all is said and done, are the end users of the services and amenities provided through assisted living. Moreover, from the tenant’s standpoint such information may prove useful. As the SPRY study indicated, one of the frustrations encountered by some elderly people searching for housing alternatives is “limited knowledge or experience of the options available.”

Further, the success of the assisted living industry, in general, and individual assisted living projects, in particular, in part depends on word of mouth recommendations from satisfied customers. As more assisted living facilities are developed, the market for tenants will become more competitive. When this occurs, the preferences of tenants and their families will play a significant role in determining the success of an assisted living project. In addition, the failure to address consumer preferences today has implications for the future. As Robert Jenkens notes, “if facilities constructed today do not meet the preferences of future consumers, facilities will need future modifications at substantial cost.”

Although previous industry research establishes the location patterns of tenants, it might prove useful to examine the relevance of these patterns within the context of the preferences tenants and their families exhibit for a facility’s location. The need for such an examination is particularly relevant if the families of tenants are demonstrated to play a significant role in the decisions making process and if tenants and families prefer facilities located near the family. If a facility’s proximity to the tenant’s family is more important than its proximity to the tenant’s previous residence, then the methods currently used to determine the market for assisted living developments may need to be revised. While focusing solely on the population of potential tenants within a target market area is appropriate for independent living facilities, it may not be entirely applicable to assisted living

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29 Kane and Wilson, op. cit., 85.
Capitman et al., op. cit., 1.
Susan Brecht, op. cit., 314.
30 Bloom et al., op. cit., 13.
31 Robert Jenkens, op. cit., p. 1
facilities. Indeed, the reason some tenants relocate to a facility within 15 miles of their previous home may have nothing to do with the address of their previous home and everything to do with the address of their closest child, who oftentimes lives in the same area.

Finally, the need for information regarding the influence of the family is demonstrated both by the shortage of research related to familial influence and anecdotal evidence suggesting that families are extremely involved in the assisted living decision-making process.
CHAPTER 3

METHODODOLOGY

3.1 Study Design
This study was designed as an exploratory survey of the preferences of tenants and their families for assisted living attributes. The original study design contemplated personal interviews with 8 to 12 residents living in 8 assisted living facilities in the Boston area, or a minimum of 8 tenant interviews per facility. A Tenant Questionnaire of 35 questions was developed to measure tenant preferences for assisted living services and amenities as well as the influence of the family in the decision-making process. To compare tenant and family preferences and the level of familial influence, a parallel survey instrument consisting of 25 questions was mailed to the family member living closest to the tenant or the person deemed most helpful to the tenant during the decision-making process. Copies of the Tenant Questionnaire and Family Questionnaire are included in Appendix A and Appendix B.

Twenty-two facilities in the Boston area were selected from a Directory of Residences published by the Massachusetts Assisted Living Facilities Association. Four of the selected facilities were not scheduled to open until later this year. Managers of the remaining eighteen programs were contacted between May 28 and June 13, 1997. Five facilities refused to forward the research request to tenants, or to allow access to tenants, for the following stated reasons:

1. "Patient" confidentiality;
2. Facility did not meet adopted definition of assisted living (facility’s owner originally intended to offer assisted living services, but subsequently decided against obtaining a program license);
3. Short-term staffing issues would make it difficult for the facility to provide the attention necessary to complete the research project within the stated time frame;
4. Facility manager did not want tenants to feel "pressured" to participate; and
5. Study was not "appropriate" for facility setting.

Six facilities did not respond to several phone messages or the submission of written communication identifying the study's design and requesting an introduction to tenants. One facility was unable to

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find any tenants willing to participate. Another facility was unable to participate because of the time constraint. Profiles of the five participating facilities are shown in Table 3.1 below.

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>COMMUNITY-TYPE</th>
<th>PROFIT/NON-PROFIT</th>
<th>NUMBER OF ASSISTED LIVING APARTMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>CCRC</td>
<td>PROFIT</td>
<td>93</td>
</tr>
<tr>
<td>B</td>
<td>CCRC</td>
<td>PROFIT</td>
<td>85</td>
</tr>
<tr>
<td>C</td>
<td>STAND ALONE</td>
<td>PROFIT</td>
<td>58</td>
</tr>
<tr>
<td>D</td>
<td>STAND-ALONE</td>
<td>PROFIT</td>
<td>86</td>
</tr>
<tr>
<td>E</td>
<td>STAND-ALONE</td>
<td>PROFIT</td>
<td>98</td>
</tr>
</tbody>
</table>

Table 3.1—Profile of Participating Facilities
Source: 1997 Mass ALFA Directory of Residences

The number of tenants from each facility who agreed to participate in the study is presented in Table 3.2. All tenants were informed that their participation in the study was voluntary and that all information would remain confidential. A copy of the confidentiality statement prepared for this study was attached to each Tenant Questionnaire.

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>TENANTS WHO AGREED TO PARTICIPATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>12</td>
</tr>
<tr>
<td>C</td>
<td>10</td>
</tr>
<tr>
<td>D</td>
<td>8</td>
</tr>
<tr>
<td>E</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>35</td>
</tr>
</tbody>
</table>

Table 3.2—Survey Participation by Facility and Total
Source: 1997 Mass ALFA Directory of Residences

As Table 3.2 illustrates, it was not possible to achieve a uniform distribution of participants across facilities. Shelles noted similar problems with her study. In the case of Shelles’ research, the largest number of tenants who agreed to be interviewed lived in a facility which had an activities program. Shelles suggests that it may be that the availability of activities programs at this facility attracted
tenants who were generally more active and therefore willing to participate in her study. In the case of this research, the difference in participation rates across facilities appears to be related to the degree to which facility management was actively involved in the recruitment of participants. The management of Facilities B and C took an active role and the process. At these facilities the management described and explained the research to tenants and followed-up with the tenants to see if any were interested in participating. In a sense the project was treated by these facilities as an activity. At Facility A, the involvement of facility management was limited to posting the researcher’s request for participation. At Facilities D and E the researcher was invited to solicit participation directly. The greater response at Facility D is probably due to the fact that more time was spent soliciting participants from this facility than from Facility E.

Answers to the questions in the Tenant Questionnaire were obtained through individual interviews conducted with each of the tenants who agreed to participate. At the end of each interview, the researcher requested permission to send a similar but abbreviated version of the questionnaire to one of the tenant’s children or another family member. Those tenants who agreed to allow a similar survey instrument to be forwarded to a family member were asked to provide the address of the family member and assured that all information provided by the family member would remain confidential. A copy of the confidentiality statement prepared for this study was also attached to each Family Member Questionnaire.

3.2 Potential Issues with Study Design

Before proceeding to the discussion of the survey findings, several potential issues with the research methodology should be noted. First, while the total survey population is considered to be representative of assisted living consumers in the Boston area, variations in the number of interviews conducted at each facility may skew the survey results in favor of common results reported by tenants of facilities where more interviews were conducted. Second, the questions in the Tenant Questionnaire were grouped according to specific categories, and for this reason, they may be considered leading. Although randomly mixing the order of questions was considered, this idea was ultimately rejected. One of the purposes of the survey instrument was to measure the importance of

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various factors. These measures are accomplished by asking tenants a series of questions about each factor. To keep the questionnaire from becoming too confusing, the decision was made to group questions about each factor rather than randomly mix all of the questions.
4.1 General Description of Questions in Tenant Questionnaire

As noted in Chapter 3, the Tenant Questionnaire included 35 questions. These questions were designed to gather information about the following issues:

1. The role the family plays in the decision-making process;
2. The most important factors tenants consider when choosing a community;
3. The importance of location factors;
4. The importance of management factors;
5. The importance of food service factors;
6. The importance of personal care/support factors;
7. The importance of building and site characteristics;
8. The importance of apartment characteristics;
9. The importance tenants ascribe to their personal autonomy; and
10. The importance of several miscellaneous factors.

To measure the level of importance tenants associate with the factors and characteristics described in 3, 4, 5, 6, 7 and 8 above, each tenant first was asked to rank a list of items related to the factor or characteristic. Next, each tenant was asked to choose the most important item related to the factor or characteristic. After conversations with several tenants, it became clear that tenants do not consider the importance of all of these factors when they are choosing a community. For this reason, only the rankings of those items related to location and management factors were made on the basis of the item’s importance in the tenant’s decision-making process. The rankings of the items related to the other factors were made on the basis of the tenant’s experiences living in the community. In addition to ranking selected items, the participating tenants were asked if they would have chosen their current community in the event they found it lacking or deficient in several of the items related to each factor. As a final measure of the importance of each factor or characteristic, tenants were asked what advice they would give a friend who was considering moving to a similar community if that friend indicated the community under consideration was lacking or deficient with respect to these same items.34

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34 The base is 33 for the questions asking whether tenants would have chosen their current communities if they found it deficient in certain factors and the questions asking what advice tenants would offer a friend.
A profile of the tenants who participated in the study is presented in Section 4.2. Sections 4.3 through 4.12 summarize the tenants' responses to the questions included in the Tenant Questionnaire. The sections are organized so that each section, in turn, addresses the ten issues enumerated above.

4.2 Profile of Tenant Population
It should be noted that the tenants interviewed appear to be more active and involved than the assisted living population as a whole. Tenant participation in this study was voluntary, and for the most part, it was requested in writing. As a result, participants had to read the request as posted on an activities board or learn about it from other tenants or facility staff. This suggests that participants are generally active in community affairs. Although the tenants may not perfectly represent the assisted living population, the questions they were asked deal primarily with individual preferences. Thus, to the extent that the tenant population is not entirely representative of the assisted living population as a whole, it seems reasonable to assume that individual preferences do not change as function levels deteriorate. Rather, it is the individual's ability to communicate his or her preferences that changes.

Thirty-five tenants from 5 facilities were interviewed. Of the total population, 31 are women and 4 are men. Thirty-four of the tenants provided their ages, and the collective life experience of this group is 2,848 years. The average age of the tenants interviewed is 84 years. Only 3 members of the population are married, while 28 are widowed, 3 are single and 1 is separated. The average education level of the tenants interviewed is approximately 14.5 years. The tenants have an average of 2.62 living children.

4.3 The Role of the Family in the Move Decision
As previously noted, anecdotal evidence suggests that the family plays a significant role in the tenant’s decision to move. To more precisely ascertain the nature of this role, tenants were asked several questions. The first question along these lines is a direct question regarding the family’s role in the move decision, and the tenants’ responses to this question are shown in Figure 4.1. As this figure demonstrates, families play a significant role in the tenant’s decision to move.

Because it seems reasonable to assume that the family plays a more active role when the tenant’s decision to move is precipitated by a sudden illness or injury, the second question regarding the role of the family asks tenants if they experienced a sudden illness or injury prior to moving. Although
only 26% of tenants reported a sudden illness or injury prior to moving, 71% reported that their families played a significant role in the decision to move. This suggests that families play a role in the tenant’s move decision even when the tenant’s move is not triggered by a sudden illness or injury.

The third question regarding the role of the family in the decision-making process asks tenants how many other facilities they considered or visited prior to moving to their current community. The number of other facilities tenants considered or visited before making a final decision is set forth in Table 4.1. As this table shows, the majority of tenants consider or visit only the facility they ultimately move to. This implies that other people, most likely a family member, consider a number of facilities and tenants visit only those facilities the family thinks the tenant will like best. On the other hand, it simply could imply that tenants do not shop around before deciding upon a particular community.

<table>
<thead>
<tr>
<th>OTHER FACILITIES CONSIDERED OR VISITED</th>
<th>NUMBER OF TENANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>20</td>
</tr>
<tr>
<td>One</td>
<td>7</td>
</tr>
<tr>
<td>Two</td>
<td>0</td>
</tr>
<tr>
<td>Three or More</td>
<td>8</td>
</tr>
</tbody>
</table>

**Table 4.1—Number of Other Facilities Visited Prior to Moving**

*Source: Tenant Questionnaire—Question 3(a)*

Lastly, the extent to which family members visit the facility, either with or without the tenant, prior to the tenant’s relocation, implies a baseline level of familial involvement. As this is the case, the final question about the family’s role in the move decision asks tenants if they and a member of their
family visited the facility prior to the tenant’s relocation there. Prior to moving to their current communities, 71% of the tenants visited the facility, while 26% did not and 3% could not recall if they had visited. When asked if a family member visited the facility, 74% of the tenants said yes, a family member did visit the facility.

Overall, these findings are consistent with the findings of the SPRY study. In addition, it is interesting to note that all of the tenants who participated in this study appear to follow one of the four decision-making styles identified in the SPRY study—Scrambler, Reluctant Consenter, Wake-up Call Decision Maker or Advance Planner. Although the questions asked in this study were not specifically designed to ascertain tenants’ decision-making styles, some of the tenants’ description of the role their families played in the move decision are similar to those of the people who participated in the SPRY study. For instance, one tenant indicated that her family “shanghaied me into this place and I was not happy about it then, but now I am glad they did it.” This tenant would appear to be a Reluctant Consenter. Another tenant indicated “I didn’t even tell them I did it until after I moved in.” Clearly, this tenant falls into the Advance Planner category. For the most part, Figure 4.1 and tenants’ comments like those noted above suggest that the majority of the tenants interviewed are either Reluctant Consenters or Wake-up Call Decision Makers.

4.4 Most Important Factors Considered When Making the Decision to Move

Based on informal conversations with several industry professionals, the two major factors tenants consider when choosing a community are cost and location. To determine if this is in fact the case, tenants were asked to indicate the most important factors they considered when choosing a community. Tenants were allowed to identify up to four factors. While it was thought the identity of four factors might reveal the most important factor or factors beyond the threshold of cost and location, it should be noted that many tenants identified fewer than 4 factors. As prepared, the questionnaire identified 13 factors and the tenants’ responses to this question are summarized in Figure 4.2.
CHAPTER 4—SUMMARY OF FINDINGS FROM TENANT SURVEYS

FIGURE 4.2—THE MOST IMPORTANT FACTORS CONSIDERED IN THE MOVE DECISION

The facility’s proximity to family is the most important factor tenants consider. Although this is a strong indication that tenants prefer living near their families, some tenants indicated that their definition of “proximity to family members” is a location which allows the tenant to maintain the level of contact with the family that existed prior to moving. As this is the case, the preference for locating within proximity to one’s family may indicate a desire not to increase the distance family members must travel to visit rather than a desire to move closer to one’s family. The location patterns of tenants and their families are discussed further in Section 4.5 below and in detail in Chapter 5.

The second most important factor tenants considered when choosing a community falls into the category labeled “Other” in Figure 4.2. This can be explained by the fact that several tenants relocated to facilities after stays in a nursing home, and these tenants indicated that the desire to leave the nursing home was of paramount importance in their decision to move. Several other tenants reported that social contact was one the most important factors they considered. Finally, two sisters participated in the study, and they each indicated that they lived together prior to moving to the facility and that the ability to continue to live together was one of the most important factors each considered.
Not surprisingly, the availability of health care and personal support services are important considerations. Approximately 26% of the tenants indicated that the availability of health services was one of the most important factors considered, and 34% indicated that availability of personal care/support services was one of the most significant factors. It is interesting to note that when tenants choose a facility, they consider the availability of health care and personal support services to be less important than the proximity of the facility to family members. However, the lower levels of importance attributed to these services may indicate that tenants assume these services are provided at all communities rather than that proximity to family is more important than these services.

Shelles found that more tenants cite health concerns, home maintenance and the availability of housekeeping services as important factors in their decision to move to retirement housing. However, Shelles’ list of factors did not include location considerations. In addition, differences between the findings may be due to differences in the description of the respective factors and the manner in which the questions in each study are structured. While this study identified the factors as the “availability of health services” and the “availability of personal care/support services,” Shelles identified factors which are related to, but not explicitly identified as, the availability of health care and personal support services (see Tables 2.1 and 2.2). In addition, Shelles asked tenants to rank a list of specific factors. Conversely, the question in this study asked tenants to identify the factors that were important to them.

Finally, as Figure 4.2 demonstrates, cost does not appear to be one of the most important factors tenants consider when choosing a facility. Interestingly, responses to this question are consistent with the responses tenants provided when asked if they had a preference for a specific housing/service payment structure. Although 9% of tenants report a preference for paying a refundable entry fee with a smaller monthly fee and 43% reported a preference for paying a straight monthly rental fee, over 46% reported either that the payment structure did not matter to them or that they had never really thought about it.

This is not to suggest that cost is not an issue, because a number of tenants mentioned that living in these communities is an expensive proposition. Also, these findings are inconsistent with the findings of the Shelles study where 63% of the study participants stated that the fact that “the rental price was something that [they] could afford” was an important factor influencing their decision to
Again, this inconsistency may be explained by differences between the way in which the questions were asked in this study and in the Shelles study. There are several reasons which could explain the relatively low importance the tenants in this study attribute to cost. First, the facilities included in this study cater to higher income seniors, so the tenants who participated in the study may tend to worry less about cost than other senior citizens. Second, based on the facility profiles included in the Directory of Residences published by the Massachusetts Assisted Living Facilities Association, there are relatively few facilities in the Boston area that cater to middle or lower income seniors, so tenants may view the high cost of these communities as given. Third, a family member or another person may manage the tenant's finances, and as a result, the tenant may consider cost to be important only if the person managing his or her finances suggests that cost is an issue.

4.5 Location Factors Considered by Tenants

Typically, the market for a proposed assisted living project is determined by analyzing the number of age and income eligible seniors living in the vicinity of the proposed project. Indeed, the industry research cited in Chapter 2 indicates that the majority of a facility's tenants relocate from within 15 miles of the facility. However, the vast majority of assisted living tenants are widowed, and due to their advanced ages, they probably have few living friends. In addition, mobility limitations may make it difficult for tenants to maintain the ties they have established over time within a given community. For these reasons, some tenants may not consider the facility's proximity their previous residence to be important. Moreover, to the extent the family plays a significant role in the decision-making process and continues to remain involved after the tenant relocates, tenants and their families may consider the facility's proximity to the family to be important.

To determine the location factors tenants consider when choosing a facility, study participants were asked to rank the importance of 6 specific location factors. Figure 4.3 shows the relative importance tenants attribute to locating within proximity to their previous residence and within proximity to members of their family. The findings set forth in Figure 4.3 suggest that a facility's proximity to family members is more important than its proximity to the tenant's previous residence. The majority of tenants reported that a facility's proximity to each of the other four location factors—doctor (60%), friends (54%), place of religious worship (77%) and public transportation (83%)—was not an important location consideration.

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35 Linda Shelles, op. cit., 40.
To determine which location factor is most important in the decision-making process, each tenant was asked to indicate which of the 6 location factors was the most important to them. The tenants' selections, which are shown in Figure 4.4, indicate that as far as the tenants are concerned, proximity to family members is clearly the most important of the 6 location factors.
If proximity to family is the most important location factor, this finding has significant implications for the manner in which market feasibility studies for proposed facilities are conducted. Namely, instead of focusing primarily on the number of age and income and need eligible tenants living within a proposed facility’s target market area, the potential market for a facility should also focus on the population of age and income eligible children of potential tenants. These implications are discussed in more detail in Chapter 5.

4.6 Management Factors Considered When Making the Decision to Move

Although cost and location are generally believed to be the two factors which guide facility choice, others in the industry believe that a facility’s management team influences the tenant’s move decision. To determine if this is in fact the case, tenants were asked several questions designed to measure the importance of 5 management-related factors in the decision-making process. First, tenants were asked to rank the importance of each management factor. Next, tenants were asked to choose the factor they considered most important. The tenants’ rankings of each of these factors are shown in Figure 4.5 below. The category labeled “Don’t Know” in Figure 4.5 includes those tenants who were one of the first to move into a newly constructed facility as well as those who never met a representative of facility management prior to relocating.

![Figure 4.5](image_url)
Although positive initial experiences with management are relatively important, these experiences do not appear to influence the tenant’s choice of a facility. Moreover, no definite preferences are revealed when tenants were asked to choose the most important management factor. The factor most frequently selected as the most important management-related factor was friendliness of management, which 37% of the tenants chose.

To further test the importance of these factors, tenants were asked if they would have chosen their current communities in the event they had a poor initial experience with the managers of the facility or if they learned that the facility’s management team had a poor reputation. The tenants’ responses to these specific inquiries are summarized in Figure 4.6. Again, the category labeled “I never met or inquired about the management” includes those tenants who were one of the first to move into a community. The responses to these questions indicate that tenants do not choose facilities on the basis of service-related factors. For example, only 5 of the tenants would rule out a community on the basis of a poor initial experience with the management. Similarly, only 4 of the tenants would disqualified a community if they learned that the management had a poor reputation.

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**Figure 4.6–The Importance of Management Factors in the Final Move Decision**

Source: Tenant Questionnaire–Question 11

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36 The category “It would depend” includes conditional responses such as “my decision would probably be dependent on other factors” or “it would depend on how bad the problem was.”
The findings revealed in Figures 4.5 and 4.6 may best be explained by some tenant’s comments to this line of questioning. These tenants suggested that they considered their initial contact with facility management to be more marketing than service related. As such, the tenant’s initial contact with facility managers is not perceived to be a good indicator of the future performance of facility management.

As a final measure of the importance of facility management in the move decision, tenants were asked what advice they would give a friend under the two scenarios described above—having a poor initial experience with facility management or learning that the management had a poor reputation. Tenant responses to this question are shown in Figure 4.7. The importance tenants associate with facility management changes when tenants are asked to offer advice to a friend. In part, this change probably reflects the responses of those tenants who fall into the category labeled “I never met or inquired about the management” in Figure 4.6. Also, some tenants indicated generally that there were numerous issues they did not consider important when making their decision, but which they

![What Advice Would You Give A Friend If...](image)

**FIGURE 4.7—HOW TENANTS WOULD ADVISE FRIENDS ABOUT CERTAIN MANAGEMENT FACTORS**

*Source: Tenant Questionnaire–Question 12*

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In the case of advice to a friend, the category “It would depend” also includes conditional responses such as “it would depend on how important it was to them.”
now regard as important. Experiences with facility management may be one of those issues. Although 40% of the tenants would not advise a friend to rule out a community because of a poor initial experience with the management, 57% would advise a friend who had such an experience to look around for another community before making the final decision. The same is true to a lesser extent in the case where the facility’s management is rumored to have a poor reputation.

4.7 Food Service Factors
Because many assisted living communities provide three meals a day served in a communal dining room, tenants confront issues related to food service on a daily basis. As a result of their daily exposure to food service factors, it was assumed that tenants develop definite opinions and preferences regarding these factors. The Tenant Questionnaire includes several sets of questions intended to measure the significance of these opinions and preferences. The first series of questions attempts to determine whether food service factors influence facility choice, while the second series of questions measure the relative strength of tenants’ opinions and preferences regarding these factors.

4.7.1 Factors Considered Prior to Moving
The survey includes several questions designed to determine if three specific food service factors influence a tenant’s choice of facility. These three factors are the availability of three meals per day, food quality and menu variety. When tenants choose a community, none of these three factors appear to be important considerations. For example, 28 of the tenants would choose a community that provides two as opposed to three meals per day. Only 2 would reject a community that provides less than three meals a day, and 2 indicated that they would not disqualify a community for this reason. Given that the basic service package at many communities includes three meals a day, it is interesting that such a large number of tenants do not consider the availability of three meals a day to be an important factor. As some tenants suggested, two meals a day are sufficient if their apartment includes kitchen facilities.

Although 4 of the tenants said they would rule out a community if they tried the food and did not like it, 15 indicated that they would move to a community even if they did not like the food served there. Another 5 did not consider the quality of the food prior to moving in, and 9 would not disqualify a community on the basis of food quality. When asked if they would have moved to their current community if they learned that there was little variety in the daily menu, 21 tenants said yes.
Surprisingly, only 1 of the tenants would reject a community because there was little variation in the daily menus.

These findings were somewhat unexpected and difficult to explain. One possible explanation is that tenants are satisfied with the food served in their communities. Another explanation might be that prior to moving to a community, many tenants did not prepare full course, nutritionally balanced meals for themselves. Thus, tenants are eating better than they did prior to moving to the community, and as a result, they view the food service as one of the benefits of community living.

4.7.2 The Importance of Factors Based on Tenant Experiences

Tenants were also asked to consider the importance of these three factors as well as several other food service factors within the context of their experiences as tenants. The tenants ranked the importance of each factor, and the rankings of the various factors are shown in Figure 4.8. The relative non-importance associated with the ability to choose seating at meals was unexpected. In fact, Facilities B and C had some form of assigned seating at meals, and the tenants at these facilities generally felt that assigned seating arrangements were acceptable as long as they were flexible. In addition, as one tenant who lived in a facility where there was no form of assigned seating suggested, flexible seating assignments or maitre de seating may be preferable to facing a dining room full of people and worrying about not being asked to join a party for dinner.

![Figure 4.8](image.png)

**Figure 4.8—The Importance of Various Food Service Factors**
CHAPTER 4–SUMMARY OF FINDINGS FROM TENANT SURVEYS

After the tenants ranked these factors, they were asked to select the most important food service factor. Not surprisingly, 26 of the tenants selected food quality as the most important food service factor. Three chose variety in the daily menus as the most important factor, and another 3 picked the availability of three meals a day. Only 1 picked the availability of a private dining room for special occasions as the most important factor, although a clear majority feels that this factor is very or somewhat important. None of the tenants indicated that the ability to choose seating at meals was the most important food service factor.

Finally, tenants were asked what advice they would give a friend with respect to: the provision of two as opposed to three meals a day; food quality; and variation in the daily menus. These findings, which are summarized in Figure 4.9, confirm the tenants' reluctance to reject a community for reasons related to the community's food service.

<table>
<thead>
<tr>
<th>What Advice Would You Give A Friend If...</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Service Plan Included Only 2 (as opposed to 3) Meals/Day</td>
</tr>
<tr>
<td>He/She Had Tried the Food and Did Not Like It</td>
</tr>
<tr>
<td>He/She Had Discovered That There Was Little Variation in the Daily Menus</td>
</tr>
</tbody>
</table>

What would you advise your friend to do?
- Look around
- Don't worry about it
- It would depend
- Don't know

**Figure 4.9—How Tenants Would Advise Friends About Various Food Service Factors**

Source: Tenant Questionnaire—Question 15

4.8 Personal Care/Support Services

Because most of the people who move to assisted living communities require some form of personal assistance, the importance tenants attribute to some of the basic personal care and support services provided in an assisted living setting is obvious. However, since most facilities provide basic personal care and support services, the availability of these services probably does not influence
facility choice. On the other hand, after living in the community, tenants may develop a preference for some less obvious personal care and support services. Hence, the Tenant Questionnaire incorporates questions intended to reveal tenant preferences for some of these less obvious services.

4.8.1 The Importance of Services Based on Tenant Experiences

Tenants were asked to rank the importance of 13 personal care and support services. The tenants' rankings of these services appear in Figure 4.10. The majority of tenants believe that the availability of 24 health care services, housekeeping services, personal care services, transportation services, activities programs and linen services are very important. Other services like personal laundry services, services to assist with memory impairment and the availability of additional storage space on-site are only somewhat important to tenants. Having a doctor or a pharmacy on-site is not important to tenants.

![Figure 4.10: The Importance of Personal Support/Care Services](source: Tenant Questionnaire—Question 16(a))

Because the importance ascribed to health care, personal care and housekeeping services was expected, the tenants were asked to choose the four services they considered the most important. It was hoped that the selection of the four most important services would identify one or more other...
services tenants consider very important. The four most important services identified by the tenants are shown in Figure 4.11. The three services selected most frequently by the tenants are the three noted above. Beyond these three services, 63% of the tenants selected the availability of activities programs and 60% chose transportation services as one of the four most important services.

![Graph showing the most important personal support/care services](image)

**Source:** Tenant Questionnaire—Question 16(b)

**Figure 4.11—The Most Important Personal Support/Care Services**

As a final measure of the importance of these services, tenants were asked what advice they would give a friend who was considering a community that was lacking or deficient with respect to the provision of some of these services. Each tenant was asked to offer advice regarding the four services the tenant selected as the most important services offered by the community. The responses of those tenants who chose 24 hour health care services (22), personal care services (17), transportation services (13), activities programs (15) and housekeeping services (20) as one of the four most important services offered are shown in Figure 4.12. Far more tenants are willing to advise a friend to shop around on the basis of personal care services than on the basis of management or food service factors. Of course, this is not surprising given that virtually all communities provide some or all of these services. However, the responses to this line of questioning do serve as another means of measuring the importance tenants associate with these services, and the tenants' responses
to these inquiries are consistent with the importance attributed to these services and shown in Figures 4.10 and 4.11.

![Chart showing tenant advice on personal care services](chart.png)

**Figure 4.12—How Tenants Would Advise Friends About Various Personal Care Services**

*Source: Tenant Questionnaire—Question 17*

### 4.8.2 The Importance of Activities Programs

The high degree of importance associated with the availability of activities programs was not expected. Instead, it was assumed that due to advanced age and mobility limitations, tenants would not associate much importance with these programs. Because of this erroneous assumption, the Tenant Questionnaire includes 2 questions intended to measure the importance tenants associate with activities programs. The importance the tenants interviewed associate with these programs may suggest that they interviewed are indeed more active than the assisted living population as a whole. In fact, many of the tenants expressed concern that group activities in their community are not well attended.

The first question provides a measure of the importance of activities programs in the tenant’s move decision. When asked if they would have chosen their current community if they did not like the
activities programs offered, 36% of the tenants said yes, 3% said no and 55% indicated that they never considered the activities before moving to the community.

The second question measures the importance of group activities by asking tenants how often they participate in such activities. Approximately, 11% of the tenants participate in group activities every day; 49% participate three or more times a week; 29% attend a group activity less than three times a week; and 11% participate less than one time a week. Overall, 24% of the tenants described the activities offered in their community as very interesting and fun, while 55% said they were somewhat interesting and fun and 9% said they were not interesting. The most frequently reported favorite group activity is exercise class, which 26% of the tenants indicated as their favorite group activity.

It is interesting to note that the lack of importance of activities programs in the move decision is in direct contrast with both the importance tenants attribute to such programs and the tenants’ participation in group activities. This indicates that tenants do not consider activity programs prior to moving to a community. However, once the tenant has established residency, group activities become an important part of community life.

4.9 Building/Site Characteristics
Many retirement communities being developed today are designed and situated in an aesthetically pleasing manner. This suggests that the developers and operators of retirement communities believe building and site characteristics are important considerations in the tenant’s decision-making process. For this reason, the Tenant Questionnaire asks a series of questions designed to determine the extent to which some of these characteristics influence the tenant’s choice of a facility. In addition, the Tenant Questionnaire asks several other questions intended to measure the importance tenants attribute to various building and site characteristics after they have lived in the community.

4.9.1 Characteristics Considered Prior to Moving
To determine the importance tenants associate with various building and site characteristics, tenants were asked if they would have chosen their community if they found it lacking in, or deficient with respect to, 5 specific building and site characteristics. The 5 characteristics identified were: the character of the surrounding neighborhood; the size of the grounds; the quiet, peaceful nature of the site; the exterior appearance of the building; and the interior appearance of the building. Tenant responses to these inquiries are shown in Figure 4.13.
For the most part, tenants do not appear to choose a community on the basis of these five characteristics. In fact, many of the tenants said that they did not consider these characteristics prior to relocating to the community. Similarly, many tenants indicated that they would choose their community even if it was lacking in, or deficient with respect to, these characteristics. The only notable exceptions to this pattern relate to the quiet, peaceful nature of the building site and the interior appearance of the facility. Six of the tenants reported that they would not move to a community which was not quiet and peaceful. Similarly, 8 indicated they would reject a community if they did not like the interior appearance of the building. Finally, it appears that prior to choosing a facility, more tenants consider the interior appearance of the building than they do other building or site characteristics.

![Figure 4.13](image)

**FIGURE 4.13—IMPORTANCE OF BUILDING/SITE CHARACTERISTICS IN THE FINAL MOVE DECISION**

Source: Tenant Questionnaire—Question 18

4.9.2 The Importance of Characteristics Based on Tenant Experiences

Tenants were asked to draw upon their experiences to rank the importance of these 5 characteristics and 8 other building characteristics. Tenants indicated strong preferences for a few of these features, and in general, the tenants felt that most of these characteristics were somewhat important. Strong
preferences were recorded for the availability of activity rooms which 71% of the tenants said is very important. Likewise, 69% reported that security from crime is very important, 46% reported that accessibility for persons with disabilities is very important and 40% said the availability of outdoor seating and walking areas is very important.

After ranking these characteristics, tenants were asked to select the two most important building characteristics. The tenants’ choices are shown in Figure 4.14. The two most frequently selected characteristics are security from crime (59%) and the availability of activity rooms (53%). These choices are consistent with the rankings described in the preceding paragraph. The third most frequently selected factor is interior appearance of the building, with 29% reporting interior appearance to be one of the two most important building features. Again, this is consistent with the overall rankings of importance, where 37% of the tenants indicated that the interior appearance of the building was very important.

FIGURE 4.14—THE MOST IMPORTANT BUILDING/SITE CHARACTERISTICS

38 Activity rooms include all common gathering areas with the exception of the main dining hall.
As a final test of the importance associated with certain building and site features, tenants were again asked to give advice to a friend who was considering a community lacking in, or deficient with respect to, some of these features. The tenants' responses to these queries are shown in Figure 4.15. It should be noted that all tenants were asked to offer advice regarding the first five characteristics shown in Figure 4.15. However, only those tenants who chose the latter two characteristics (a total of 20 and 10, respectively) as one of the two most important characteristics were asked to offer advice regarding these characteristics.

As Figure 4.15 reveals tenants are somewhat inclined to advise a friend to consider another community on the basis of building or site characteristics. In addition, while a majority of the tenants would not disqualify a community for reasons related to building and site characteristics, a majority of the tenants would advise a friend to shop around for these reasons. Again, this may be due to the responses of the large number of tenants who reported that they did not consider these characteristics when choosing their communities (see Figure 4.13). On the other hand, some tenants
indicated that they believe most communities are generally attractive and physically comfortable places to live, so there is really no need to choose a poorly designed or poorly situated facility.

The tenants’ advice with respect to security from crime is consistent with the importance tenants attribute to this issue as shown in Figure 4.14. Although tenants describe the availability of activities rooms as one of the two most important building or site characteristic, more tenants would advise a friend to shop around on the basis of other building or site features than on the basis of the availability of activity rooms. However, is interesting to note that, as is the case with security from crime, no tenants would advice a friend not to worry about the lack of activity rooms when choosing a community.

4.9.3 The Importance of Common Activity Rooms
The level of importance tenants associate with common activity rooms also was not expected. Again, as a result of this erroneous assumption, the Tenant Questionnaire includes a question which asks tenants how often they use these rooms. The tenants’ responses to this question reveal that 91% use a common activity room at least once a week. Further, 74% visit a common activity room three or more times during the week, and 29% use one of these rooms every day. The most popular common activity rooms visited are communal gathering rooms, which 56% of tenants reported visiting most often. The second most popular activity rooms are rooms devoted to physical activity with 6% of the tenants reporting that they visit exercise rooms most often, and 6% reporting that they visit the pool most often.

4.9.4 Tenant Preferences for Overall Building Size
Based on conversations with industry professionals, the optimal size of a retirement community is dictated by operating efficiencies. However, there is some disagreement regarding the size at which operating efficiencies are maximized. Some believe smaller communities are optimal, while others believe medium-sized communities are optimal, and still others believe larger communities are optimal. To see if tenants have a preference for the size of the communities they live in, each tenant was asked to describe the size of the community they would prefer to live in.

Overall, 9% of the tenants reported a preference for smaller communities with less than 30 apartments, 57% indicated they prefer medium-sized communities with 30-100 apartments and 9% prefer larger communities with more than 100 apartments. Approximately, 26% of the tenants indicated that they had no preference or that they did not know which sized community they
preferred. Most of the tenants live in medium-sized communities, are happy there and have no experience with smaller or larger communities. As a result, the tenants preferences may be biased. On the other hand, some tenants who prefer medium-sized communities indicated that this size was the best because it was not too small or too large. Similarly, all of those who preferred smaller or larger communities had considered the matter and had definite opinions about the subject. For instance, one tenant who indicated a preference for a larger community felt that these communities were staffed more efficiently than medium-sized or smaller communities.

4.10 Apartment Characteristics

One of the things that distinguishes the assisted living model from the nursing home model is assisted living’s commitment to individual privacy. Despite this commitment, 13.2% of all assisted living apartments are semi-private. Although the majority of semi-private apartments are located in the West (16.4%), semi-private apartments comprise 8.1% of the total stock of assisted living apartments in the East.\(^{39}\) Although some may argue that cost necessitates the development of semi-private apartments, in some cases these apartments are not significantly less expensive than private apartments.\(^{40}\) For these reasons, tenants were asked a series of questions designed to measure the importance they ascribe to their personal privacy. In addition, many people who move to assisted living settings relocate from single-family homes. Because assisted living apartments provide less space, tenants must forego some of the amenities available in a single family home. As such, the Tenant Questionnaire includes several questions intended to measure the extent to which tenants are satisfied with the tradeoffs necessitated by their move to assisted living.

4.10.1 Characteristics Considered Prior to Moving

To measure the importance associated with individual privacy, tenants were asked if they would have chosen their current community under three separate scenarios. These three scenarios include: sharing an apartment with someone the tenant is not related to; sharing a bathroom with other tenants; and having to accept an apartment that did not have a locking door. The tenants’ answers to these questions are shown in Figure 4.16. These responses demonstrate clear preferences for private apartments and bathrooms. However, tenants appear divided on the importance of locking their apartment doors. Interestingly, no tenants reported that they did not consider these issues before relocating.


\(^{40}\) Based on conversations with one industry professional and the brochure of a newly constructed Massachusetts facility which offers double occupancy apartments, the difference between the cost of a semi-private and a private apartment ranges from $100 to $200 per month.
Those tenants who said they would reject a community for the reasons stated above were asked a series of additional questions to further measure the importance associated with these characteristics. The tenants’ responses to these questions are shown in Tables 4.2, 4.3 and 4.4.

**Table 4.2—Would You Share an Apartment If...**

<table>
<thead>
<tr>
<th></th>
<th>You Had to Share an Apartment With Someone You Were Not Related To</th>
<th>You Had to Share a Bathroom With Other Tenants</th>
<th>You Could Not Lock Your Apartment Door</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>24</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td><strong>Don’t Know</strong></td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: Tenant Questionnaire—Question 23(a)
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<table>
<thead>
<tr>
<th><strong>You Could Save Money by Sharing a Bathroom</strong></th>
<th><strong>You Had to Move 5 to 10 Miles from Here to Secure a Private Bathroom</strong></th>
<th><strong>You Had to Move More than 10 Miles from Here to Secure a Private Bathroom</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td><strong>Don’t Know</strong></td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

*Table 4.3—Would You Share a Bathroom If...*

*Source: Tenant Questionnaire—Question 23(b)*

<table>
<thead>
<tr>
<th><strong>You Could Save Money by Forgoing a Door Lock</strong></th>
<th><strong>You Had to Move 5 to 10 Miles from Here to Secure a Locking Door</strong></th>
<th><strong>You Had to Move More than 10 Miles from Here to Secure a Locking Door</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td><strong>Don’t Know</strong></td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

*Table 4.4—Would You Forego the Ability to Lock Your Apartment Door If...*

*Source: Tenant Questionnaire—Question 23(c)*

These results are interesting for several reasons. First, if tenants have strong preferences for private apartments and baths, it is surprising that such a large percentage of the assisted living apartment stock is comprised of semi-private apartments. It may be that cost is the deciding factor. On the other hand, it may be that the tenants who occupy semi-private apartments are unable to communicate their preferences, and thus, they are not choosing to reside in these apartments. Instead, someone else is making the choice for the tenant.

Second, the response to this line of questioning is interesting in that it demonstrates the importance tenants attribute to location. Clearly, tenants consider some privacy factors to be more important than location factors because 24 tenants would choose a facility located within 10 miles of the facility they live in to secure a private apartment. However, the number of tenants who would move more than 10 miles for a private apartment drops to 18, while the number who indicated that they don’t know if they would move that far grows from 3 to 7. This analysis is similar for private
bathroom and locking doors except that the privacy issues tenants associate with these amenities is not as strong as the privacy associated with private apartments.

4.10.2 The Importance of Characteristics Based on Tenant Experiences
Tenants were asked to draw upon their personal experiences to rank the importance of the 3 apartment characteristics described above as well as certain other characteristics. The tenants' rankings are shown in Figure 4.17. A clear majority of tenants feel that private apartments, private bathrooms, the ability to lock one's door and the ability to furnish one's apartment are very important. Tenants also clearly indicated that full-sized kitchens, stoves and the availability of washers and dryers in their units are not important. Although a significant number of tenants reported that the ability to bring a pet to the community was not important, some of them indicated that this was because they did not have a pet, but that this ability might be important to other tenants. However, an equal number of tenants indicated that they do not believe pets belong in assisted living settings.

![Figure 4.17—The Importance of Apartment Characteristics](image-url)
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After ranking the importance of these features, tenants were asked to select the four most important apartment characteristics. Not surprisingly, the four most frequently selected apartment characteristics are private apartments (94%), private bathrooms (94%), the ability to furnish one’s apartment (80%) and the ability to lock one’s apartment door (66%). Asking tenants to choose the four most important characteristics was supposed to identify those apartment characteristics considered most important after private apartments, private bathrooms and locking doors. In retrospect, the ability to furnish one’s apartment is obviously important, and it should have been recognized as such. In any event, the four most important characteristics selected by the tenants are consistent with the tenants’ rankings shown in Figure 4.17. Beyond these four characteristics, the next most important feature identified is the availability of a kitchenette.

As a further measure of the importance of apartment characteristics and amenities, tenants were once again asked what advice they would give a friend in the event that friend found a community to be lacking certain apartment characteristics. All of the tenants were asked what advice they would offer in the case of a community that did not offer private apartments, private bathrooms and the ability to lock one’s apartment door. However, only those tenants who identified the ability to furnish one’s apartment as one of the four most important building characteristics (a total of 28) were asked what advice they would offer in this circumstance. Tenants’ responses to these queries are set forth in Figure 4.18.

Close to 70% of the tenants would advise a friend to look around if a community did not offer private apartments, private bathrooms or the ability to furnish one’s apartment. It is interesting that the number of tenants who would advise a friend to look around to secure a private apartment and bathroom is somewhat less than the number of tenants who indicated that they would themselves reject a community for these reasons. It is also less than the number of tenants who identified these characteristics as being very important in Figure 4.17. The difference between the importance tenants associate with these characteristics and the advice they would give a friend may be explained by some of the tenants comments to this line of questioning. A number of the tenants indicated that they consider privacy issues to be personal, and as such, choices with respect to these issues depend on the individual.
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FIGURE 4.18–HOW TENANTS WOULD ADVISE FRIENDS ABOUT CERTAIN APARTMENT FEATURES
Source: Tenant Questionnaire–Question 25

4.11 Personal Autonomy Factors

As originally conceived, the Tenant Questionnaire did not include any questions regarding personal autonomy. As previously noted, the philosophy underlying assisted living stresses the individual’s autonomy, and it was assumed that all facility owners and operators are committed to this ideal. However, the majority of facilities contacted in connection with this study either refused access to tenants or did not respond to repeated requests for access. This poor response led the researcher to question the extent to which all assisted living owners and operators are committed to tenant autonomy. As a result, 5 questions were added to the Tenant Questionnaire. Each of these questions was intended to measure the importance tenants attribute to their personal autonomy.
Tenants were first asked to describe the number of rules and regulations they felt should be established at retirement communities. Tenant responses to this question are summarized in Figure 4.19. For the most part, tenants seem to feel that some rules and regulations are necessary.

Although they believe rules and regulations are necessary, 54% of the tenants also feel it is very important that retirement communities provide a forum where tenants can discuss their concerns, and 34% believe it is somewhat important to provide such a forum. In addition, 77% said it was very important that they be allowed to exercise control over their personal affairs and activities free from the interference of overburdening rules and regulations or facility management. Further, tenants were asked if they would advise a friend to move to a community that had a lot of rules and regulation which might interfere with their friend's ability to exercise total control over his or her personal affairs. Sixty-three percent the tenants indicated that they would not advise a friend to move to such a community, while 37% indicated that they did not know what advice they would give or that their advice would be conditional.

Finally, tenants were asked what they would say if they were informed that the managers of their community did not give them the option to participate in this study or a similar study because the managers did not think it was appropriate or did not want the tenant to feel pressured or bothered. Approximately 69% of the tenants responded to the question in a manner which indicated concern, while 14% showed little concern and 17% indicated that they were not sure what they would think in such a situation. Each tenant's exact response to this question is set forth in Appendix A.
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4.12 Miscellaneous

4.12.1 Continuing Care

Some industry professionals believe assisted living should provide tenants with the ability to age in place. This suggests that assisted living should be one of the housing arrangements offered along a continuum of care. To see if tenants have a preference for continuing care retirement communities, each tenant was asked how important he or she felt it was for retirement communities to offer enough medical and personal support services so assisted living tenants will not have to move again. In response to this question, 51% of the tenants indicated that they believe this is very important, 29% said it is somewhat important, and 14% feel it is not important. Obviously, most tenants consider continuing care options to be important. However, it was expected that the degree of importance tenants associate with continuing care would be higher.

4.12.2 Profit vs. Non-Profit Ownership

The profit status of the facility’s owner does not appear to influence the tenant’s choice of facility. Moreover, profit status does not appear to be important after the tenant has lived in the community for a period of time. Only 1 of the tenants indicated that they considered the profit status of the community in their move decision, while 10 said that it made no difference, and 21 indicated that they never considered the issue. After their experiences living in the community, 8 indicated that the profit status of a community now makes a difference to them, while 19 said it made no difference and 6 were not familiar the differences between communities owned by for-profit companies and those owned by non-profit companies.

Although only 8 tenants reported that the profit status of the community now makes a difference to them, 7 of those tenants would prefer to live in a community owned by a non-profit company, while 1 indicated that they did not know which type of community they would prefer. The tenants responses to this question may be biased by the fact that all of the communities visited were owned by for-profit companies. On the other hand, two of the five tenants who responded to this question had lived in other retirement communities, and both had definite opinions about the differences between the two types of communities.

One of these tenants raised a very interesting issue regarding the differences between for-profit and non-profit communities. Among other things, she felt that for-profit communities provided little

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41 The definition of assisted living developed by Keren Brown Wilson in Assisted Living: Reconceptualizing Regulation to Meet Consumers’ Needs & Preferences incorporates the notion of aging in place.
access to cultural events and served lower quality food than non-profit communities. This tenant noted that she had moved to her current community from a non-profit community specifically because of a need for higher levels of care than were available at the non-profit community. The findings of the Brandeis study discussed in Chapter 2 suggest that larger, for-profit communities may offer higher levels of care than non-profit communities. It would be interesting to learn whether or not non-profit communities on the whole tend to provide more access to cultural events and offer better quality food than for-profit communities. If this is in fact the case, maybe there exists some sort of trade-off between higher levels of care and the quality of amenities provided.

4.12.3 Community Affiliations
The community’s affiliations with local hospitals, local nursing homes, religious organizations or other charitable organizations does not appear to be a factor tenants consider when they are choosing a community. Only 4 tenants reported that such affiliations made a difference to them when they were looking for a community, while 12 said they did not make a difference and 16 indicated they never considered such affiliations. When asked if affiliations make a difference to them now that they live in the community, 13 reported that they did make a difference, and 17 said they did not. Of those tenants who indicated that such affiliations make a difference to them, 5 indicated that affiliations with local hospitals are the most important, 4 said affiliations with nursing homes are most important and 3 did not know which form of affiliation is most important.

4.12.4 What Tenants Like Best and Least About Their Communities
The Tenant Questionnaire includes 2 questions which ask tenants what they like best and what they like least about their communities. The questions were included to see if common likes and dislikes could be identified. Almost all of the tenants interviewed are either happy or content with their living arrangements, and this satisfaction is revealed when tenants were asked what they liked best about their community. Approximately 6 of the tenants reported that they either liked everything or a number of things equally, while 11 reported that they liked either the caring atmosphere or the staff who worked at the community the best.

There was no clear pattern with respect to tenants’ dislikes, although a number of tenants, all from same facility indicated that what they liked least about their facility was the lack of organization or systems. Many of the tenants indicated that there was nothing they did not like or that they could

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think of anything they did not like. It is interesting to note that several tenants reported that what they liked least about the community was the other tenants. Some additional tenants raised similar concerns although they did not identify this as the factor they disliked most about their community. The dislike these tenants exhibited for their peers does not appear to stem from personal differences. Rather, it seemed rooted in the feeling that certain people did not belong in the community because they required higher levels of care than these tenants did not think should be provided in the assisted living setting.
5.1 General Description of Questions in Family Member Questionnaire

The Family Member Questionnaire consists of 25 questions that are parallel to the questions included in the Tenant Questionnaire. There are several notable differences between the two questionnaires. First, to keep the survey completion time under 30 minutes, family participants were asked only to rank the various factors and not to select the most important factor or factors. Second, when family members were requested to identify important factors or to rank the importance of a list of factors, they were asked to do so on the basis of the factors’ importance to themselves, and not to the factors’ importance to the tenant.

Finally, in an effort to control the length of the Family Member Questionnaire, each survey instrument addresses the issue of advice to a friend in a different manner. The numerous questions in the Tenant Questionnaire that relate to advice to a friend are not included in the Family Member Questionnaire. Instead, the Family Member Questionnaire includes one question which is designed to elicit information about the recommendations participants would give a friend who found a community lacking in, or deficient with respect to, 20 specific factors. Regrettably, because the importance tenants ascribe to activity rooms and activities programs was unexpected, neither of these factors are included in the list of 20 factors. Additionally, to keep the questionnaire from becoming too confusing, the available responses were slightly different from available responses to similar questions asked of the tenants. Whereas tenants were given separate categories for conditional or “don’t know” responses, family participants were given two choices. These choices were identified as “Move In” and “Look for Another Community.” The instructions that accompanied the question instructed family participants that not selecting either of the two choices offered indicated a conditional or “don’t know” response.

The remainder of this chapter is devoted to reporting the findings from the Family Member Questionnaire and comparing these findings to the findings revealed in Chapter 4. The structure of this chapter follows that of Chapter 4. Although only 18 family members participated in the study,
to allow for the comparison of the findings presented in this chapter with those presented in Chapter 4, all of the graphs of the findings from the family surveys show the percentage of responses.

5.2 Profile of Family Members
Twenty-six of the participating tenants provided the name and address of a family member and gave the researcher permission to forward a questionnaire to that family member. Eighteen, or 69% of these family members completed and returned the questionnaires. Of the 18 family member participants, 11 are women and 7 are men. The average age of the participants is 51.7. The average education of these participants exceeds the college level.

5.3 The Role of the Family in the Move Decision
5.3.1 Summary of Survey Findings
To measure the role the family plays in the tenant’s move decision, tenants and family members were asked the same questions described in Section 4.3 above. Family members’ responses to the direct question regarding the role the family played in the decision-making process are shown in Figure 5.1.

None of the family members reported that the family did not influence the tenant’s decision; 4 reported that the family was interested in the tenant’s decision, but left the final decision to the tenant; 10 reported that the family was very involved and supported the tenant’s decision to move; and 4 reported that the family persuaded the tenant to move.

The second measure of the family’s role in the decision-making process relates to the number of communities a member of the tenant’s family considered or visited in addition to the tenant’s current community. Although the question posed to tenants was identical in form, tenants were asked how many other communities they themselves had considered or visited. Three of the family members indicated that

FIGURE 5.1—FAMILY REPORTED ROLE OF THE FAMILY IN THE MOVE DECISION
the tenant's current facility was the only facility the family considered or visited. Of the remaining family participants, 1 indicated that a member of the family visited or considered one other facility, 5 said the family considered two other facilities and 9 said three or more other facilities were considered.

5.3.2 Comparison of Family and Tenant Responses
Overall, the role of the family as reported by the tenants is consistent with the role as reported by the family members. The only noteworthy difference is that no family participants indicated that the family did not influence the tenant’s decision while some of the tenants indicated this was the case. However, the divergence between the responses of the smaller group of the tenants whose family members also participated in the survey (the “Selected Tenant Group”) and the responses of the family population is less pronounced. The number of facilities the tenant population reported visiting or considering before relocating to their current facility differs from the number of facilities the family members reported visiting or considering. Figure 5.2 shows each groups’ responses to this question. There is a similar divergence of responses between the Selected Tenant Group and those of the participating family members.

The number of additional facilities each of these two groups reported considering or visiting is set forth in Table 5.1. The divergence between the family population and the two tenant populations clearly implies that the family is very involved in some aspects of the decision-making process. In
CHAPTER 5–SUMMARY OF FAMILY MEMBER SURVEYS AND COMPARISONS

particular, the information shown in Table 5.1 suggests that families screen facilities on the tenant’s behalf.

<table>
<thead>
<tr>
<th>OTHER FACILITIES CONSIDERED</th>
<th>SELECTED TENANT GROUP</th>
<th>FAMILY MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>One</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Two</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Three or more</td>
<td>3</td>
<td>9</td>
</tr>
</tbody>
</table>

*TABLE 5.1–OTHER FACILITIES CONSIDERED BY SELECTED TENANTS AND THEIR FAMILY MEMBERS*

The findings discussed above are consistent with those reported in the SPRY study. In the case of the second move Scramblers made after a nursing home stay, the SPRY study found the second search was more exhaustive than the first search. In addition, the families conducted the second search and presented the elderly person “with a short, concise list of the pros and cons of each place.” Although Scramblers were more involved in the second search, they did not consider as many options as their families did. The same pattern of familial involvement was identified with Reluctant Consenters and Wake-up Call Decision-Makers. With Reluctant Consenters, the family conducts the search and usually makes the decision as well. In the case of Wake-up Call Decision Makers, both the senior and the family member are involved in the process. However, the family member does most of the legwork and presents only “promising choices” to the senior.43

5.4 Most Important Factors the Family Considers in the Decision-Making Process

5.4.1 Summary of Survey Findings

Again, tenants and family participants were asked the same question to determine the most important factors considered during the facility selection process. Both the tenants and the family members were allowed to select up to 4 factors. The family members' selections are shown in Figure 5.3. Of these factors, the four selected most frequently are: the proximity to family; the availability of personal care and support services; overall cost; and apartment characteristics.

43 Diane Bloom et al., op. cit., 12, 27 and 28.
Family members were also asked to list the reasons they chose the tenant’s current facility and not the other facilities considered. Their answers to this question further demonstrate the importance of some of the factors shown in Figure 5.3. Seven of the family participants indicated that proximity to family was one of the reasons the tenant’s current facility was chosen over the other facilities considered. Three indicated that the facility’s proximity to the tenant’s previous residence was one of the deciding factors. Seven of the family members indicated that the cost of the tenant’s current facility was one of the primary reasons the tenant chose that facility over others. Eight of the families indicated generally that building or site characteristics were part of the reason the tenant chose his or her current facility over the others. In particular, 4 of these 8 explicitly mentioned that the non-institutional atmosphere of the tenant’s current facility was a deciding factor.

**5.4.2 Comparison of Family and Tenant Responses**

The most important factors identified by the tenant population and the Selected Tenant Group are shown in Figures 5.4 and 5.5, respectively. Most of the tenants identified less than four important factors, while all but one of family members identified four factors. As this is the case, it is somewhat difficult to compare the responses of both groups. Nonetheless, it is possible to identify
several significant differences between each group. First, family members appear to attribute far more importance than tenants to proximity to family and personal care and support services. However, a comparison of the responses of the family population and those of the Selected Tenant Group show that while the difference between tenants and their families regarding the importance of proximity to family still exists, this difference is less pronounced. Moreover, there is no difference between the family population and the Selected Tenant Group regarding personal care and support services. Second, during the facility search process, families appear to attribute more importance than tenants to almost all of the factors identified.

**Figure 5.4 - The Most Important Factors Considered by the Tenant Population**
That family members appear to consider more factors to be important than the tenants themselves raises several issues. First, tenants may rely heavily on their families to visit and screen potential communities. The family's role in this aspect of the decision-making process is supported by the findings reported in Section 5.2 above and the SPRY study. If tenants do rely on their families to screen facilities, this may explain why tenants consider fewer factors to be important to their decision—the tenant's family addresses the factor relieving the tenant from having to do so. The idea that the family addresses concerns on the tenant's behalf is further supported by the fact that the most important factor the tenants identified is proximity to family members. By addressing many of the tenant's concerns regarding the facility, the family allows the tenant to address only those matters that are of personal importance to the tenant.

Second, tenants may be reluctant to move from their homes, but resigned to the fact that moving is the right thing to do. Resignation to something that might be considered an unpleasant task helps to explain why tenants identified fewer important factors. Third, as the SPRY study found in the case of some Scramblers, some elderly persons might not be familiar with all of the available long-term
care options. As a result, tenants may not know what factors are most important to them before they move to the community.  

Third, when choosing a facility, families tend to consider the importance of cost more than tenants. This is further demonstrated by the family member and tenant responses to the preferred form of housing/service payment structure. Although family members were divided on which form of payment structure is preferable, every family member exhibited a preference for a particular structure. This is not the case with the tenants, 46% of whom indicated that the payment structure either does not matter to them or that they never really thought about it.

5.5 Location Factors Considered by Family Members

5.5.1 Summary of Survey Findings

As were the participating tenants, family members were asked to rank the relative importance of 6 specific location factors. The families' rankings of these factors are shown in Figure 5.6. Although family members were not asked to choose the most important of these 6 location factors, Figure 5.6 suggests that proximity to family is the location factor families consider most important. Figure 5.6 also demonstrates the lack of importance families associate with the remaining 5 location factors.

It is interesting to note that while a majority of family members ranked proximity to family members as very important, notes several of these participants made in the margins of the questionnaire suggest that they believe proximity to other factors may in fact be the more important than the rankings in Figure 5.6 imply. For instance, one family member wrote that based on her mother’s experiences, the daughter had come to believe that proximity to one’s friends and previous community are more important than proximity to one’s family. Another wrote that because her mother was relocating from out of state, the facility’s proximity to family was very important, otherwise proximity to her mother’s friends, doctor and place of religious worship would be more important.

45 Eight of the family members indicate a preference for paying a straight monthly rental fee; 6 prefer to pay a refundable entry fee with smaller monthly fees; and 4 prefer to pay a non-refundable entry fee that guarantees life time care at a stable monthly rate.
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FIGURE 5.6—THE IMPORTANCE FAMILIES ATTRIBUTE TO VARIOUS LOCATION FACTORS

5.5.2 Comparison of Family and Tenant Responses

The tenant population's rankings of the 6 location factors are shown in Figure 5.7, and the Selected Tenant Group's rankings of the same factors are shown in Figure 5.8. A comparison between Figures 5.6 and 5.7 reveals that the family population attributes more importance than the tenant population to proximity to the tenant's family. However, this difference may be explained by the fact that several tenants reported that their families did not influence the decision to move to assisted living, and these tenants did not have family members living in proximity to the facility. For these reasons, the families of these tenants were not asked to participate in the study. When the effect of these tenants is removed, and a comparison is made of the rankings of the Selected Tenant Group and those of family population, the divergence with respect to the importance associated with proximity to one's family is less pronounced.
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**Figure 5.7—The Importance Tenants Attribute to Various Location Factors**

**Figure 5.8—The Importance Selected Tenants Attribute to Various Location Factors**

*Source: Tenant Questionnaire—Question 7(a)*
5.5.3 Location Patterns of Tenants and Their Families

The findings of this study imply that the most important factor tenants and their families consider when choosing a facility is the facility’s location. With respect to the location of the facility, the most important location factor is facility’s proximity to family. Further, families exercise considerable influence in the assisted living decision-making process. Together, these findings offer strong evidence that many tenants and their families choose assisted living facilities that are located within proximity to the tenant’s family.

The location profiles of the 35 tenants who participated in this study as well as those of the family member living in closest proximity to the facility are shown in Table 5.2. As Table 5.2 reveals, an almost equal number of tenants relocate to the facility from within 10 miles or have a family member who lives within 10 miles of the facility. Similarly, of the 21 tenants who relocated from within 15 miles of the facility, 8, or 38% also had a family member who lived within 15 miles of the facility. If it is assumed that all of the remaining 13 tenants who relocated from within 15 miles considered either proximity to their previous residence, their friends or their doctor to be the most important location factor, then only 37% of the total tenant population chose the facility’s location on the basis of its proximity to their previous community. This suggests that an assisted living tenant’s ties to his or her previous community are not as strong as the industry believes.

<table>
<thead>
<tr>
<th>DISTANCE</th>
<th>DISTANCE OF TENANT’S PREVIOUS RESIDENCE FROM FACILITY</th>
<th>DISTANCE OF CLOSEST CHILD FROM FACILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 10 Miles</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>Within 15 Miles</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Same County and State</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Different County/Same State</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Out of State</td>
<td>10</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 5.2—Location Profile of Tenants and Their Families

Source: Tenant Fact Sheet—Question 6

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46 In fact, only 8 tenants chose proximity to one of these three factors as the most important location factor.
47 Four of the tenants had no living children. In these cases, the addresses of the closest relative, or in one case the friend who helped the tenant move, were used.
48 Primarily because of some of the county configurations in the Boston area, the category labeled “Different County/Same State” may include tenants or family members who lived, or in the case of family members live, within 20 miles of the facility.
5.6 The Importance of Management Factors

5.6.1 Summary of Survey Findings

Family and tenant participants were asked to rank the same list of management-related factors from the standpoint of the factors’ importance in the move decision. A summary of the family participants’ rankings is presented in Figure 5.9. With the exception of the factor entitled “special attention paid to you and your family,” a strong majority of the family participants believe the remaining four factors are very important.

![Bar chart showing the importance of management factors]

**Source:** Family Member Questionnaire—Question 14

**FIGURE 5.9—THE IMPORTANCE FAMILIES ATTRIBUTE TO MANAGEMENT FACTORS**

Like tenants, family members were asked to make a recommendation to a friend in the event the friend had a poor initial experience with the managers of a particular facility or learned a facility’s management team had a poor reputation. The family participants’ answers to these questions are presented in Table 5.3. As this table indicates, the family members’ responses to this question are consistent with their rankings of management-related factors set forth in Figure 5.10.
CHAPTER 5—SUMMARY OF FAMILY MEMBER SURVEYS AND COMPARISONS

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON’T WORRY</th>
<th>LOOK AROUND</th>
<th>DON’T KNOW/NO OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor initial experience with managers</td>
<td>2</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>Heard management had poor reputation</td>
<td>1</td>
<td>15</td>
<td>2</td>
</tr>
</tbody>
</table>

**Table 5.3—Family Member Advice to a Friend Regarding Management Factors**

Source: Family Member Questionnaire—Question 20

5.6.2 Comparison of Family and Tenant Findings

More so than tenants, families appear to consider experiences with facility management important factors in the assisted living decision-making process. To provide a comparison between the two populations, the tenants’ rankings of the same factors are shown in Figure 5.10. As this figure demonstrates, tenants tend to view these factors as somewhat important, while families tend to see them as very important.

![Graph showing the importance tenants attribute to management factors](source)

**Figure 5.10—The Importance Tenants Attribute to Management Factors**

Table 5.4 shows the advice tenants would offer in the event a friend of theirs had a poor initial experience with a facility’s managers or learned that a facility’s management team had a poor reputation. While almost all of the family participants would advise a friend to shop around on the
basis of management-related issues (see Table 5.3), a smaller proportion of the tenant population would offer similar advice. However, few family members or tenants would advise a friend not to worry about these issues.

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON'T WORRY</th>
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<th>IT WOULD DEPEND</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor initial experience with managers</td>
<td>3</td>
<td>20</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Heard management had poor reputation</td>
<td>3</td>
<td>18</td>
<td>11</td>
<td>3</td>
</tr>
</tbody>
</table>

**TABLE 5.4—ALL TENANTS’ ADVICE TO A FRIEND REGARDING MANAGEMENT FACTORS**

*Source: Tenant Questionnaire—Question 12*

5.7 The Importance of Food Service Factors

5.7.1 Summary of Survey Findings

Family participants were asked to rank the importance of 6 food service factors based on their family member’s experience living in the community. A summary of these rankings is presented in Figure 5.11. With the exception of the ability to choose seating at meals, a majority of the family participants believe that all of these factors are very important. Moreover, a strong majority indicated that variation in daily menus and the provision of three meals per day are very important.
Family members were also asked what advice they would give a friend with respect to food quality, menu variety and the availability of two, as opposed to three meals per day. The responses to these queries are set forth in Table 5.5. Family participants clearly favor considering another community in the event one is unhappy with the quality of the food or menu variation offered at a particular community. The families’ advice regarding these two issues is consistent with the rankings shown in Figure 5.11. However, the recommendation relative to the provision of three meals a day indicates that this factor is not as important as the rankings in Figure 5.11 might suggest.

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON’T WORRY</th>
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<th>DON’T KNOW/NO OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tried the food and did not like it</td>
<td>2</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>Little variation in daily menus</td>
<td>1</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Service plan includes only two meals per day</td>
<td>8</td>
<td>7</td>
<td>3</td>
</tr>
</tbody>
</table>

*Table 5.5—Family Member Advice to a Friend Regarding Food Service Factors*

*Source: Family Member Questionnaire—Question 20*

### 5.7.2 Comparison of Family and Tenant Findings

For purposes of comparison, the tenant population’s rankings of food service factors are presented in Figure 5.12. These figures reveal a divergence between the family population and the tenant population with respect to the importance of food service factors. Tenants attribute more importance to food quality and the ability to choose seating at meals. Conversely, families ascribe far more importance than tenants to menu variety, the provision of three meals a day and the availability of a private dining room.

The advice the tenant population would offer a friend with respect to food quality, menu variety and three meals per day is set forth in Table 5.6. Tables 5.5 and 5.6 demonstrate that the family population is more inclined than the tenant population to advise a friend to look around for another community on the basis of food service factors. Although Table 5.5 reveals that all but 4 of the family members would recommend shopping around for food quality and menu variety, less than one third of the tenants make similar recommendations. Instead, tenants prefer to offer conditional advice. One possible explanation for the differences between the importance tenants associate with food service factors and the importance families associate with food service factors may be that the tenants’ experiences living in the facility influence their opinions about these factors. As previously noted, tenants may consider the food served in the community to be an improvement to the food they...
prepared for themselves. Similarly, the tenants’ experiences may explain why tenants associate more importance than families with food quality and the ability to choose seating at meals.

![Graph showing the importance tenants attribute to food service factors]

Source: Tenant Questionnaire–Question 14

**FIGURE 5.12—THE IMPORTANCE TENANTS ATTRIBUTE TO FOOD SERVICE FACTORS**

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON’T WORRY</th>
<th>LOOK AROUND</th>
<th>IT WOULD DEPEND</th>
<th>DON’T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tried the food and did not like it</td>
<td>6</td>
<td>10</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>Little variation in daily menus</td>
<td>8</td>
<td>7</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>Service plan includes only two meals per day</td>
<td>12</td>
<td>2</td>
<td>18</td>
<td>1</td>
</tr>
</tbody>
</table>

**TABLE 5.6—ALL TENANTS’ ADVICE TO A FRIEND REGARDING FOOD SERVICE FACTORS**

Source: Tenant Questionnaire–Question 13

5.8 The Importance of Personal Care/Support Services

5.8.1 Summary of Survey Findings

Based on their family member’s experiences living in an assisted living setting, family participants were asked to rank a list of 13 personal care and support services. These rankings are presented in Figure 5.13. Almost all of the family members consider housekeeping services to be very important.
Conversely, only one believes that having a doctor on-site is very important. Other services like linen services, personal care services and 24 hour health care services are considered very important by a clear majority of family members. For the most part, families think memory impairment services, on-site convenience stores, on-site pharmacies and the availability of additional storage space are relatively unimportant services.

![Graph showing the importance of various services](image)

**FIGURE 5.13—THE IMPORTANCE FAMILIES ATTRIBUTE TO PERSONAL CARE/SUPPORT SERVICES**

### 5.8.2 Comparison of Family and Tenant Findings

For comparison purposes, the tenants’ rankings and the Selected Tenant Group’s rankings of these 13 services are shown in Figures 5.14 and 5.15. With respect to the importance of these services, there are few notable differences between the tenant population and the family population. The most noteworthy difference is the importance each population associates with activities programs and transportation services. In percentage terms, 63% of the tenants rank the availability of activities programs as very important, while 41% of the family members ranked these programs as very important. Similarly, 60% of tenants think transportation services are very important, while 41% of family members ranked this service as very important. These differences also exist between the Selected Tenant Group and the family population. Another notable distinction between the two
populations is the importance each associates with an on-site convenience store. While 69% of the tenants think a convenience store is very or somewhat important, 59% of the family members indicated that this service is not important. Again, the divergence with respect to an on-site convenience holds between the Selected Tenant Group and the family population.

To the extent there is a difference between the degree of importance each population associates with activities programs, transportation services and on-site convenience stores, it may indicate that residing in the community influences one's opinion about the importance of these services. Most tenants do not drive, and as such, they rely on family members or the facility's transportation services to leave the facility for recreational purposes or to shop for personal items. Despite the fact that tenants are free to come and go as they please, their reliance on others for transportation usually means that tenants spend the majority of their time at the facility. Activities programs offer the tenant recreation during these times. Similarly, a convenience store allows the tenant to shop for personal items when the family member's or the facility's transportation schedules do not meet the tenant's needs.

**FIGURE 5.14–THE IMPORTANCE ALL TENANTS ATTRIBUTE TO PERSONAL CARE/SUPPORT SERVICES**
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5.9 Building and Site Characteristics

5.9.1 Summary of Survey Findings

Family member participants were asked to rank the importance of certain building and site characteristics, and a summary of these rankings appears in Figure 5.16. These rankings are based on the tenant’s experiences living in an assisted living community. According to Figure 5.16, a majority of the family members believe that most of these characteristics are very important. The size of the outdoor areas and the availability of outdoor seating and walking areas are only somewhat important. The only factor the family members attributed relatively little importance to is the factor relating to the diversity of the community.
Family participants were also asked what advice they would offer a friend who found a particular community deficient with respect to 5 of these characteristics. The advice the families offered is summarized in Table 5.7. With the exception of the size of the site, a clear majority of family members are inclined to advise a friend to look for another community if that friend finds a particular community unacceptable with respect to the other 4 characteristics.

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON'T WORRY</th>
<th>LOOK AROUND</th>
<th>DON'T KNOW/NO OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t like surrounding neighborhood</td>
<td>1</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Grounds/Site small</td>
<td>5</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Not quiet and peaceful</td>
<td>1</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Don’t like exterior appearance</td>
<td>2</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Don’t like interior appearance</td>
<td>1</td>
<td>15</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 5.7—Family Member Recommendations Regarding Building Characteristics

Source: Family Member Questionnaire—Question 20
5.9.2 Comparison of Family and Tenant Findings

To provide a direct comparison between the rankings of the family population and the tenant population, the tenants' rankings of these factors are shown in Figure 5.17. What is striking about the preferences each population exhibits for building characteristics is the fact that families associate far greater importance with these characteristics. The only two factors a clear majority of the tenants ranked as very important are security from crime and the availability of activity rooms. Surprisingly, the availability of activity rooms was one of only five factors (out of a total of 13) a majority of the family members did not identify as very important. Again, as previously discussed, the importance tenants associate with activity rooms may stem from the fact that tenants spend most of their time in the community.

There are several possible explanations for the differing importance tenants and their families associate with building and site characteristics. First, it may be that residing in the community influences one's opinion about the importance of these characteristics. This explanation is consistent with the fact that the availability of activity rooms was the building characteristic most commonly ranked as very important by the tenants. Second, family members may exhibit more of a preference
for these attributes than tenants do. This explanation is consistent with the higher proportion of family members who indicated that building and site characteristics were one of the four most important factors families considered in the move decision. In addition, it is consistent with the 8 family members who listed building characteristics as one of the reasons they ruled-out another community. This explanation is also consistent with the number of family members who indicated that they would advise a friend to shop around if that friend found a community deficient with respect to some these characteristics.

The advice the tenant population would offer a friend with respect to building and site characteristics is presented in Tables 5.8. Once again, the family population is more likely than the tenant population to advise a friend to look around for another facility for reasons related to the building or site characteristics. Although the tenant population is more willing to advise a friend to shop around on the basis of these characteristics than on the basis of management or food service factors, Table 5.8 shows that more tenants than family members would offer conditional recommendations for perceived building or site deficiencies.

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>DON’T WANT</th>
<th>LOOK AROUND</th>
<th>IT WOULD DEPEND</th>
<th>DON’T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t like surrounding neighborhood</td>
<td>3</td>
<td>15</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>Grounds/Site small</td>
<td>3</td>
<td>15</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>Not quiet and peaceful</td>
<td>1</td>
<td>19</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Don’t like exterior appearance</td>
<td>2</td>
<td>18</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Don’t like interior appearance</td>
<td>3</td>
<td>17</td>
<td>11</td>
<td>1</td>
</tr>
</tbody>
</table>

*Table 5.8—All Tenant Recommendations Regarding Building Characteristics*

Source: Tenant Questionnaire—Question 20

5.10 The Importance of Apartment Characteristics

5.10.1 Summary of Survey Findings and Comparison of Tenant and Family Findings

Family and tenant rankings of 12 apartment characteristics are presented in Figure 5.18 and Figure 5.19, respectively. As Figures 5.18 and 5.19 reveal, the relative importance each group ascribes to these characteristics and features is similar. Hence, these findings suggest that issues such as the ability to bring a pet to the community, the provision of a full size kitchen, the availability of a stove and a washer and dryer in the unit are not important to tenants or their families. Conversely, privacy issues are very important to both groups.
CHAPTER 5—SUMMARY OF FAMILY MEMBER SURVEYS AND COMPARISONS

FIGURE 5.18—FAMILY MEMBER RANKINGS OF APARTMENT CHARACTERISTICS AND FEATURES

Source: Family Member Questionnaire—Question 18

FIGURE 5.19—ALL TENANT RANKINGS OF APARTMENT CHARACTERISTICS AND FEATURES

Source: Tenant Questionnaire—Question 24(a)
The advice the family population and the tenant population would offer a friend regarding several apartment characteristics is presented in Tables 5.9 and 5.10. These characteristics include sharing an apartment, sharing a bathroom, and not having the ability to lock one's apartment door. In addition, family members were asked to provide recommendations in the instances where the apartment provides a kitchenette in lieu of a full size kitchen and where the apartment does not have a stove. Both tables demonstrate the importance families and tenants associate with individual privacy. Although a significant portion of the tenant population would offer conditional advice to a friend on issues related to privacy, these issues generate more tenant responses to look around than any of the other factors discussed in this paper.

With respect to the issues of kitchenettes and stoves, the family members' advice is consistent with the importance attributed to these factors in Figure 5.18. In addition, it is interesting to note that this advice is inconsistent with the advice the families offer with respect to most of the other factors discussed in this chapter. As the tables presented herein demonstrate, family members would advise friends to shop around for almost all perceived deficiencies in a community. The only exceptions to this pattern occur in the cases of the provision of three meals a day, kitchenettes and stoves. As the exceptions to this pattern are limited to these three issues, it would appear that families do not consider these three issues to be important.

### Table 5.9—Family Member Recommendations Regarding Apartment Characteristics

<table>
<thead>
<tr>
<th>Circumstance</th>
<th>Move In</th>
<th>Look Around</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Apartment</td>
<td>1</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Share Bath</td>
<td>1</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Can’t lock apartment door</td>
<td>1</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Only provides kitchenette</td>
<td>14</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Does not have stove</td>
<td>9</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Family Member Questionnaire—Question 20

### Table 5.10—All Tenant Group Recommendations Regarding Apartment Characteristics

<table>
<thead>
<tr>
<th>Circumstance</th>
<th>Don’t Worry</th>
<th>Look Around</th>
<th>It Would Depend</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Apartment</td>
<td>0</td>
<td>22</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Share Bathroom</td>
<td>0</td>
<td>22</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Can’t Lock Apartment Door</td>
<td>1</td>
<td>18</td>
<td>13</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Tenant Questionnaire—Question 25
5.11 Personal Autonomy Factors

Both the tenant population and the family population were asked the same 5 questions to measure the importance each group associates with tenant autonomy. Not surprisingly, both groups believe tenant autonomy is important. Figure 5.20 shows the number of rules and regulations that each group thinks should be established at retirement communities. As this figure demonstrates, the majority of tenants and their families believe that retirement communities should adopt a moderate number of reasonable rules and regulations. No members of either group indicated that there should be a lot of rules and regulations established at retirement communities.

\[ \text{FAMILY MEMBER RESPONSES} \]

\[ \text{ALL TENANT RESPONSES} \]

Source: Family Member Questionnaire—Question 16
Source: Tenant Questionnaire—Question 33

**FIGURE 5.20—THE OPTIMAL NUMBER OF RULES AND REGULATIONS**

Both families and tenants believe it is important for retirement communities to provide a tenants’ forum. Although approximately 90% of the members of each group believe some form of tenants’ forum is somewhat to very important, the two groups are divided over the relative importance of this issue. Whereas, more than 54% of the tenants believe a tenants’ forum is very important, only 33% of the families believe such forums are very important. On the other hand, if a facility does not provide a tenants’ forum, 13 of the family participants indicated that they would advise a friend to look for another facility.

Almost 80% of the tenants (77%) and the family participants (78%) reported that it is very important that tenants be allowed to exercise control over their personal affairs free from the interference of outside parties or overburdening rules and regulations. Additionally, more than 60% of the tenants and 56% of the family members would not advise a friend to move to a community that had a lot of

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rules and regulation which might interfere with that friend’s ability to exercise control over his or her personal affairs.

Finally, 69% of the tenants and 78% of the family members would be disturbed in the event a facility’s managers would not give tenants the option to participate in this study or a similar study. It is interesting to note that although both populations express concern in this circumstance, each group appears to interpret the question differently. Whereas tenants tend to interpret the question along the lines of the facility management overstepping its role and acting as the tenant’s protector, family members tend to interpret the question more along the lines that the facility’s management has something to hide.

5.12 Miscellaneous Factors

5.12.1 Continuing Care

Families associate a fairly high level of importance with the notion of continuing care or aging in place. Interestingly, this issue is more important to families than it is to tenants. Table 5.21 shows the importance each group attributes to this issue. It is difficult to provide an explanation of why tenants associate less importance than families with the ability to age in place.

![Figure 5.21 - Importance of Continuing Care](image-url)

**FIGURE 5.21—IMPORTANCE OF CONTINUING CARE**
5.12.2 Profit vs. Non-Profit Ownership

Only 2 of the family participants reported that the profit status of the facility’s owner made a difference to them when they were searching for facility for their relative. In addition, only 4 of the family members stated that they now believe the profit status of the community’s owners makes a difference. Two of these 4 indicated a preference for profit communities, 1 for non-profit communities and 1 did not know which type of community was preferable.

The tenant population and those of the Selected Tenant Group answered the first part of this question in a manner similar to the family population. Thus, it appears that when selecting a facility, neither tenants nor their families are concerned with the profit status of a facility’s owner. However, more tenants than family members indicated that the profit status of a community now makes a difference to them. Further, those tenants that indicated that the profit status makes a difference, prefer non-profit ownership. Again, the divergence between the two populations may be due to the tenants’ experiences living in the community.

5.12.3 Community Affiliations

Five of the family participants indicated that a community’s affiliation with other organizations influenced the facility decision-making process, and 8 indicated that such affiliations make a difference to them now that the tenant has established residency. However, these 8 family members are divided on the most important form of affiliation, with 3 members favoring affiliations with local hospitals, 3 favoring local nursing homes and 2 preferring religious groups. There are no significant differences between the family and tenant populations with respect to this issue.
The findings of this study support the anecdotal evidence that families are very involved in the assisted living decision-making process. In particular, families are extremely involved in the facility selection process. Thus, in a sense, a sizeable portion of the market for the assisted living is not the end user of the product. Instead, this portion of the market is comprised of the families of the assisted living tenants. This finding has significant implications for assisted living developers, owners and operators and may have implications for the tenants themselves.

First, traditional market analysis, which focuses only on the age, income and need eligible population within a given market area, may not produce accurate measures of market depth. The findings of this study suggest that the most important factor tenants and their families consider during the decision-making process is the facility’s proximity to the tenant’s family. In fact, locating near one’s family is more important than any other factor considered during the facility selection process, including the facility’s cost, its appearance or its management. In addition, this study found that the families of tenants are heavily involved in the facility selection process. For both these reasons, it may be useful to reexamine the methods the industry currently uses to measure market depth. Such a reexamination may demonstrate that market analyses should focus on both the population of age, income and need eligible tenants and the population of their children, or the 45 to 60 cohort.

There are several reasons why it is difficult to include an analysis of the 45 to 60 age cohort in measures of market depth. First, how many of the people in this younger age cohort have a parent who is eligible to live in an assisted living setting? Second, what is the probability that members of this cohort have an age and income eligible parent who also lives within the facility’s market area? However, these difficulties notwithstanding, it is possible to establish a standard method of measuring market depth which incorporates both the pool of potential tenants and the pool of children of potential tenants. One such method might involve gathering data that allows the previous address of the tenant to be matched with the address of the family member living in closest proximity to the tenant’s facility. Using this information, existing assisted living tenants can be segregated into one of any number of groups, each of which is based on the location pattern exhibited by the tenant.
and his or her family. Once segregated, simple statistical methods can be employed to determine the extent to which tenants are drawn from each group.

For example, assume that data of the type described above is gathered and tabulated for a sample of 45 facilities and that the sample follows a standard normal distribution. Table 6.1 shows hypothetical sample means and standard deviations from these means for 3 groups of tenants. Group 1 includes tenants who relocated from within 15 miles of a facility and who do not have a family member living within 25 miles of the facility. Group 2 includes tenants who relocated from within 15 miles and also have a family member living within 25 miles. Group 3 includes tenants who relocated from distances greater than 15 miles but who have a family member living within 25 miles.

<table>
<thead>
<tr>
<th>TENANT GROUP</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
<td>30%</td>
<td>2%</td>
</tr>
<tr>
<td>Group 2</td>
<td>25%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Group 3</td>
<td>45%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Table 6.1—Hypothetical Data Regarding Location Patterns**

This type of data analysis would allow the developer of a proposed facility to conclude that there is a 68% probability that the facility will draw 28% to 32% of its tenants from the total population of age, income and need eligible tenants who exhibit location patterns identical to the tenants in Group 1. Further, there is a 95% probability the facility will draw 26% to 34% of its tenants from this group, and greater than a 99% probability the facility will draw 24% to 36% of its tenants from this group.

Similar conclusions can be made with respect to Groups 2 and 3. Such an analysis demonstrates that when location patterns are factored into measures of market depth, a developer should consider only 415 to 685 persons of a pool of 1,000 age, income and need eligible seniors living within 15 miles of a proposed facility.

Determining the portion of the population of people aged 45 to 60 that should be considered when measuring market is more difficult, but it can be accomplished. For example, using census data, it

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49 With a standard normal distribution, approximately 68% of all observations will fall within 1 standard deviation of the mean; approximately 95% will fall within 2 standard deviations; and almost all observations will fall within 3 standard deviations of the mean.

50 In the hypothetical example presented in Table 6.1, Group 1 and Group 2 represent the number of tenants who will relocate from within 15 miles. The mean number of tenants a facility draws from each group is 30% and 25%, respectively. The standard deviation for Group 1 is 2% and for Group 2 it is 2.5%. There is a greater than 99% probability that 24% to 36% of tenants will be drawn from Group 1 and that 17.5% to 32.5% of tenants will be drawn from Group 2. Thus, there is a greater than 99% probability that 41.5% (.24+.175) to 68.5% (.36+.325) of all tenants will come from Group 1 or Group 2, or in other words, they will relocate from within 15 miles.
may be possible to determine the probability that a person aged 45 to 60 has an age and need eligible parent. The total population of people aged 45 to 60 living within 25 miles of a proposed facility could be multiplied by this probability. This result then could be further multiplied by the probability that the age and need eligible parent lives further than 15 miles from a proposed facility. Assume, for instance, that 40% of persons aged 45 to 60 have an age, income and need eligible parent, and in 52.5% of these cases the parent lives further than 15 miles from a proposed facility.\footnote{Table 6.1 assumes that 70% of all tenants have a family member living within 25 miles of the facility. In addition, this table assumes that 25% of all tenants relocate from within 15 miles and also have a family member residing within 25 miles. Thus, the probability of a child having an age and need eligible parent living more than 15 miles from the proposed facility is 52.5\% or [.7 x (1-.25)].} In addition, assume that there are 10,000 persons aged 45 to 60 living within 25 miles of a proposed facility. Thus, the number of 45 to 60 year olds who live within 25 miles of the proposed facility and who also have an age and need eligible parent living more than 15 miles from the proposed facility is 2,100 (10,000 x .4 x .525). Ultimately, when the location patterns shown in Table 6.1 are taken into account, the market of 45 to 60 year olds consists of 819 to 1,071 people from this pool or 2,100.\footnote{Given a mean of 45\% and a standard deviation of 2\%, in 99\% of all observations 39\% to 51\% of tenants will relocate from distances greater than 15 miles but have a family member living within 25 miles. Thus the size of this market ranges from 819 (.39 x 2,100) to 1,071 (.51 x 2,100).}

The second implication of the study’s findings regarding the role of the family stems from preferences tenants and their families exhibit for other assisted living attributes and amenities. In addition to location, tenants and their families express strong preferences for private apartments, private bathrooms, the ability to furnish their apartments and the ability to lock their apartment doors. Families also exhibit strong preferences for factors related to the facility’s management, its food service and its appearance. Although tenants tend to consider these factors to be very or somewhat important, they appear less likely to disqualify a community from consideration on the basis of a perceived deficiency in one of these factors.

To compete for tenants, developers, owners and operators must successfully market their products to the families of potential tenants. The findings presented herein suggest that families consider and visit a number of facilities. The family then takes the tenant to visit one or two of the most promising facilities. Many, if not most, assisted living developers, owners and operators probably recognize the involvement of the family in the tenant’s housing decision-making process, and as a result, market the assisted living product both to potential tenants and the families of potential tenants. However, competition within the industry will increase the number of assisted living communities in any given market area. As families appear to be more willing to shop around for the
right community, the findings in this study imply that families will consider many, if not all, of the available options within a given market area. In addition, as the public becomes more familiar with the assisted living product, the importance of word of mouth advertising will increase. Developers, owners and operators who ignore the importance of the factors the families consider important will fail to attract some tenants solely because the tenant’s family perceives a facility to be deficient with respect to these factors.

The third implication of the study’s findings with respect to the role of the family in the housing decision-making process relates to the tenant’s quality of life. There is a danger associated with marketing assisted living to the families of tenants. This danger is minimal as long as there are no significant differences between the product preferences of the tenants and the preferences of their families. If, however, significant differences between the preferences of the two groups emerge, there is the chance that assisted living tenants will be rendered invisible like their peers who live in nursing homes. In the opinion of this researcher, who benefited both academically and personally from their 2,848 years of life experience, everyone would lose if the tenants who participated in this study were rendered invisible.

For the most part, all of the tenants who participated in this study are happy, or as one tenant put it “content” with their living arrangements. In addition, there are really no differences between the tenant’s preferences and the family’s preferences that would give rise to any concerns. In fact, the higher importance families attribute to facility management, food service and building and apartment characteristics ensured that the tenant will be allowed to maintain a high quality of life in a comfortable setting. However, using the examples of the different opinions the two groups have concerning activities programs and the availability of activity rooms in the facility, it is possible to see where problems might arise in the future. If families continue to attribute moderate importance to these issues, while tenants continue to ascribe high importance to the same issues, it is possible that the factors the tenants consider important will not be addressed. This danger is made more acute by the fact that many tenants do not consider the importance of these issues before relocating to an assisted living community. It is only after living in the community that the tenant comes to view these items as highly important.

On a final note, turning to the issue of privacy, it is difficult to understand what motivates developers to build facilities with semi-private apartments or bathrooms. This study found that tenants and their families care deeply about the tenant’s privacy. Very few tenants and no family members
demonstrate a preference for semi-private apartments and baths. While some may argue that cost is the driving factor behind the provision of semi-private apartments, many facilities—even those that cater to middle-income seniors—provide private accommodations at an affordable price. Moreover, as some of the responses of the tenants indicate, the issue regarding privacy has less to do with cost and more to do with the location of a facility. Most of the tenants who value privacy in the form of private apartments and baths will pay more or be willing to forego saving money to maintain their privacy. However, even privacy has its price, and in this case that price appears to be location.

Thus, arguably, it is location and not price that drives tenants to accept semi-private accommodations. If this is the case, the percentage of semi-private assisted living apartments will dwindle as more facilities with private apartments and baths are developed.


Blendon, Robert J.; Benson, John; Binns, Katherine; Donelan, Karen; Hyams, Tracey; and Leitman, Robert. *Harvard/Harris Long-Term Care Awareness Survey*. Boston: Harvard School of Public Health: Department of Health Policy and Management, 1995.


DeHaney, William T. *Levels and Patterns of Consumption by Seniors in Western Manitoba*. Canada: Rural Development Institute, Bandon University, 1996.


Gutman, Gloria M.; Milstein, Stephen L.; and Doyle, Veronica. *Attitudes of Seniors to Special Retirement Housing, Life Tenancy Arrangements and Other Housing Options*. Canada: Research Division Canada Mortgage Housing Corp. and Gerontology Research Centre, Simon Fraser University, 1987.


BIBLIOGRAPHY


APPENDIX A
TENANT QUESTIONNAIRE

1. Sex: 31 Female 4 Male

2. Your age: Average = 84; Range = 68 to 98

3. Marital status: 3 Married 28 Widowed 3 Single 0 Divorced 1 Separated

4. Previous address:
   16 Within 10 Miles
   5 Within 15 Miles
   1 Same County and State
   3 Same State/Different County
   10 Out of State

5. Highest level of education attained (please check only one):
   0 Grade School
   2 Some High School
   5 High School
   9 Some College or Technical Degree
   9 Bachelor's Degree
   10 Graduate or Post-Graduate Degree
   0 Don't Know/Refused

6. City/Town and State where children reside:
   26 Within 10 Miles
   2 Within 15 Miles
   10 Same County and State
   13 Same State/Different County
   39 Out of State

7. Will you allow me to mail a similar survey to this one to your (son or daughter) that lives in (town and state of closest child):
   26 Yes
   9 No

8. If yes to Question 7, full address (or, if no zip code) of child living closest to you:

   (Name) (Address) (City/Town) (State)
   (Zip)
APPENDIX A
TENANT QUESTIONNAIRE

9. Is this the first retirement community you have lived in
   30 Yes
   5 No

10. If no to Question 9, why did you move:
    Spouse needed higher levels of care
    Spouse passed away and wanted to be near family
    Wanted to be nearer to family
    More help required
    More services required

11. How did you first learn about this place:
    21 Family Member
    2 Doctor
    1 Nursing Home
    2 Friend
    4 Newspaper
    1 Home Health Aide
    2 Inquired Into
    1 Brochure
    1 Don’t Know/No Response
APPENDIX A
TENANT QUESTIONNAIRE

1. Which of the following best describes the role your family played in your decision to move (please check only one):

   14% My family did not influence my decision at all
   14% My family was interested but left the decision to me
   54% My family was very involved and supported my decision to move
   17% My family persuaded me to move

2. (a). Did you experience a sudden illness or injury before moving in:

   26% Yes
   74% No

   (b). If yes to Question 2(a), what was the illness or injury you experienced:

      Fractured Vertebrae
      Stroke
      Seizures
      Stroke
      Hip Injury
      Hip Injury
      Falls
      Falls

3. (a). How many other assisted living communities did you consider before choosing this one:

   57% None
   20% One
   0% Two
   23% Three or more
(b). If you did consider another retirement community, please indicate the reason(s) that best describe why the decision was made to move to your current community and not the other communities:

Other place urban; not as open; no woods or walking space
Location; Cost
Other place too ritzy
Private bath
Reputation of Management; Wanted rental; Aesthetics
Location; Access for family
No pool at other place
Get more for money here
This place newer; Better value
The other place had an entry fee
The other place had an entry fee
More services available (for wife w/Alzheimer’s disease); Son liked the best; Nicest; Good neighborhood

4. (a). Did you visit this place before you moved in:

71% Yes
26% No
3% Don’t Know

(b). Did a member of your family visit this place before you moved in:

74% Yes
26% No

5. (a). Before you moved here, did you talk to any of the people who already lived here to find out what they think about this place:

9% Yes
66% No
26% N/A (one of first to move in)
0% Don’t Know

(b). Before you moved in, did you come here for a meal:

29% Yes
49% No
20% N/A (one of first to move in)
3% Don’t Know
APPENDIX A

TENANT QUESTIONNAIRE

6. Please indicate which of the following factors were most important to you when making your decision to move here (please do not check more than four):

17% Overall Cost
6% Overall value of service and amenity package
49% Proximity to family members
17% Proximity to previous residence
26% Availability of health services
34% Availability personal support/care services
3% Quality of food service
6% Quality/Reputation of management
14% Building or site characteristics and amenities
14% Apartment characteristics and amenities
3% Availability of activities programs
11% Security from crime
46% Other:

   Transportation
   To get out of nursing home
   Privacy
   Sister in adjacent nursing home
   Home maintenance
   Did not want to be alone
   Wanted to get out of nursing home
   Pool
   All contact
   Stay with sister
   Own home
   Own furniture
   Together with sister

7.(a). How important were each of the following location factors in your decision to move to your current residence:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to your previous residence</td>
<td>29%</td>
<td>17%</td>
<td>54%</td>
<td>0%</td>
</tr>
<tr>
<td>Proximity to family members</td>
<td>66%</td>
<td>17%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Proximity to your doctor</td>
<td>14%</td>
<td>26%</td>
<td>60%</td>
<td>0%</td>
</tr>
<tr>
<td>Proximity to your friends</td>
<td>34%</td>
<td>11%</td>
<td>54%</td>
<td>0%</td>
</tr>
<tr>
<td>Proximity to your place of religious worship</td>
<td>57%</td>
<td>17%</td>
<td>77%</td>
<td>0%</td>
</tr>
<tr>
<td>Proximity to public transportation</td>
<td>29%</td>
<td>14%</td>
<td>83%</td>
<td>0%</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
APPENDIX A
TENANT QUESTIONNAIRE

7(b). Please circle the one location factor that was most important to you.

<table>
<thead>
<tr>
<th>Location Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous Residence</td>
<td>6%</td>
</tr>
<tr>
<td>Doctor</td>
<td>3%</td>
</tr>
<tr>
<td>Place of Religious Worship</td>
<td>0%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>6%</td>
</tr>
<tr>
<td>Family Members</td>
<td>71%</td>
</tr>
<tr>
<td>Friends</td>
<td>14%</td>
</tr>
<tr>
<td>Public Transportation</td>
<td>0%</td>
</tr>
</tbody>
</table>

8. Based on your experiences as a tenant, which of the following housing/service payment structures would you prefer to see offered in communities like this one:

<table>
<thead>
<tr>
<th>Payment Structure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase apartment as condominium or cooperative and pay</td>
<td>3%</td>
</tr>
<tr>
<td>monthly service fees</td>
<td></td>
</tr>
<tr>
<td>Pay a non-refundable entrance fee that guarantees life-time</td>
<td>0%</td>
</tr>
<tr>
<td>care at a stable monthly fee</td>
<td></td>
</tr>
<tr>
<td>Pay a refundable entrance fee with smaller monthly fees</td>
<td>9%</td>
</tr>
<tr>
<td>Pay a monthly rental fee</td>
<td>43%</td>
</tr>
<tr>
<td>It does not matter to me</td>
<td>29%</td>
</tr>
<tr>
<td>I never really thought about it/Don’t Know</td>
<td>17%</td>
</tr>
<tr>
<td>Other:</td>
<td>0%</td>
</tr>
</tbody>
</table>

9. Based on your experiences as a tenant, which of the following monthly fee arrangements would you prefer to see offered in communities like this one:

<table>
<thead>
<tr>
<th>Fee Arrangement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One monthly fee that includes all services</td>
<td>43%</td>
</tr>
<tr>
<td>Paying for services only as you use them</td>
<td>17%</td>
</tr>
<tr>
<td>It does not matter to me</td>
<td>23%</td>
</tr>
<tr>
<td>I never really thought about it/Don’t Know</td>
<td>17%</td>
</tr>
</tbody>
</table>

10(a). How important were each of the following service factors in your decision to move to your current residence:

<table>
<thead>
<tr>
<th>Service Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management’s knowledge of your personal needs</td>
<td>57%</td>
<td>40%</td>
<td>20%</td>
<td>34%</td>
</tr>
<tr>
<td>Friendliness of management</td>
<td>29%</td>
<td>43%</td>
<td>3%</td>
<td>26%</td>
</tr>
<tr>
<td>Special attention paid to you and your family</td>
<td>17%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>Timely response to information requests</td>
<td>6%</td>
<td>49%</td>
<td>17%</td>
<td>29%</td>
</tr>
<tr>
<td>Provision of full and complete informational materials</td>
<td>6%</td>
<td>43%</td>
<td>20%</td>
<td>31%</td>
</tr>
<tr>
<td>Other:</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
APPENDIX A
TENANT QUESTIONNAIRE

10(b). Please circle the one service factor that was most important to you.

- 9% Management's knowledge of personal needs
- 37% Friendliness of management
- 17% Special attention paid to you and your family
- 3% Timely response to information requests
- 0% Provision of full and complete informational materials
- 0% Other
- 34% Don't Know/Never met managers

11. When you were making your decision to move to an assisted living community would you have chosen this place if: (Note: n=33)

(a). You did not have a good initial experience with the managers of the community

- 33% Yes
- 15% No
- 30% I never met the managers before moving in
- 15% It would depend
- 6% Don't Know

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to live in a community where you had a good initial experience with the managers:

- 4 Yes
- 0 No
- 1 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to live in a community where you had a good initial experience with the managers:

- 2 Yes
- 1 No
- 3 Don't Know

(b). You had a good initial experience with the managers but had heard from others that they had a poor reputation:

- 24% Yes
- 12% No
- 30% I never met the managers before moving in
- 27% It would depend
- 6% Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to live in a community where the management has a good reputation:

3 Yes
0 No
1 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to live in a community where the management has a good reputation:

2 Yes
2 No
0 Don't Know

12. If a friend of yours was considering moving to an assisted living community and asked for your opinion: (Note: n=33)

(a). What advice would you give your friend, if he/she did not have a good initial experience with the managers of a particular community

58% Look around for another community before you make your final decision
9% Don’t worry, your initial impression of management is not that important
30% It would depend
3% Don’t Know

(b). What advice would you give your friend, if he/she had heard from others that the management of a particular community had a poor reputation:

55% Look around for another community before you make your final decision
9% Don’t worry, the management’s reputation is not that important
30% It would depend
6% Don’t Know

13. When you were making your decision to move to an assisted living community would you have chosen this place if: (Note: n=33)

(a). The service plan included two as opposed to three meals/day:
85% Yes
6% No
3% I never considered the availability of three meals/day before moving in
6% It would depend
0% Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get a service plan that included three meals/day:

1 Yes
0 No
0 Don’t Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get a service plan that included three meals/day:

0 Yes
1 No
1 Don’t Know

(b). You had tried the food and did not like it:

45% Yes
12% No
15% I never considered the quality the food before moving in
27% It would depend
0% Don’t Know

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get high quality food:

1 Yes
2 No
1 Don’t Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get high quality food:

0 Yes
2 No
2 Don’t Know

(c). You had discovered that there was little variation in the daily menus:

64% Yes
3% No
24% I never considered menu variety before moving in
9% It would depend
0% Don’t Know
APPENDIX A
TENANT QUESTIONNAIRE

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get variety in the daily menu:
1 Yes
0 No
0 Don’t Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get variety in the daily menu:
1 Yes
0 No
0 Don’t Know

14(a). Based on your experiences as a tenant, how important are each of the following food service factors to you:

<table>
<thead>
<tr>
<th>Service Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of food</td>
<td>74%</td>
<td>20%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Variation in daily menus</td>
<td>51%</td>
<td>40%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Service plan includes 3 meals per day</td>
<td>31%</td>
<td>20%</td>
<td>43%</td>
<td>6%</td>
</tr>
<tr>
<td>A private dining room for special occasions</td>
<td>11%</td>
<td>46%</td>
<td>37%</td>
<td>6%</td>
</tr>
<tr>
<td>Ability to choose where you sit at meals</td>
<td>23%</td>
<td>34%</td>
<td>37%</td>
<td>6%</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14(b). Please circle the one food service factor that is most important to you.

- Quality of food 74%
- Service plan includes 3 meals/day 9%
- Ability to choose where you sit 0%
- Don’t Know/No response 6%

15. If a friend of yours was considering moving to an assisted living community and asked for your opinion: (Note: n=33)

(a). What advice would you give your friend, if he/she had tried, and did not like the food at a particular community:

- Look around for another community before you make your final decision 30%
- Don’t worry, the quality of the food is not that important 18%
- It would depend 45%
- Don’t Know 6%

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APPENDIX A

TENANT QUESTIONNAIRE

(b). What advice would you give your friend, if he/she was concerned that there was little variation in the daily menu at a particular community:

21% Look around for another community before you make your final decision
24% Don’t worry, variation in the daily menu is not that important
48% It would depend
6% Don’t Know

(c). What advice would you give your friend, if he/she discovered that the service plan at a particular community included only two meals per day:

6% Look around for another community before you make your final decision
36% Don’t worry, the availability of three meals per day is not that important
55% It would depend
3% Don’t Know

(d). What advice would you give your friend, if he/she had discovered that <most important other than quality and variety>:

0% Look around for another community before you make your final decision
0% Don’t worry, <most important other> is not that important
0% It would depend
0% Don’t Know

16(a). Based on your experiences as a tenant, how important do you think it is that communities like this one offer the following personal support/care services:

<table>
<thead>
<tr>
<th>Service</th>
<th>Very (%)</th>
<th>Somewhat (%)</th>
<th>Not (%)</th>
<th>Don’t Know (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 Hour health care services</td>
<td>83</td>
<td>14</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Doctor on-site</td>
<td>6</td>
<td>40</td>
<td>54</td>
<td>0</td>
</tr>
<tr>
<td>Services to assist with memory-impairment</td>
<td>26</td>
<td>46</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Personal care/support services</td>
<td>77</td>
<td>14</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Transportation services</td>
<td>60</td>
<td>23</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>Activities programs</td>
<td>63</td>
<td>31</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>On-site convenience store</td>
<td>26</td>
<td>43</td>
<td>29</td>
<td>3</td>
</tr>
<tr>
<td>On-site pharmacy</td>
<td>3</td>
<td>17</td>
<td>71</td>
<td>9</td>
</tr>
<tr>
<td>On-site beauty/barber shop</td>
<td>60</td>
<td>23</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Assistance with personal shopping</td>
<td>9</td>
<td>37</td>
<td>31</td>
<td>23</td>
</tr>
<tr>
<td>Housekeeping services</td>
<td>86</td>
<td>14</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bed and bath linen services</td>
<td>57</td>
<td>34</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Personal laundry services</td>
<td>9</td>
<td>37</td>
<td>51</td>
<td>3</td>
</tr>
<tr>
<td>Additional storage space</td>
<td>23</td>
<td>46</td>
<td>29</td>
<td>3</td>
</tr>
<tr>
<td>Other:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
APPENDIX A
TENANT QUESTIONNAIRE

16(b). Please circle the four service factors that are most important to you.

- 24 hour health care services: 80%
- Memory-impairment services: 11%
- Transportation services: 46%
- On-site convenience store: 6%
- On-site beauty/barber shop: 26%
- Housekeeping services: 74%
- Personal laundry services: 6%
- Other: 0%
- Doctor on-site: 0%
- Personal care/support services: 66%
- Activities programs: 51%
- On-site pharmacy: 0%
- Personal shopping assistance: 0%
- Bed and bath linen services: 17%
- Additional storage space: 6%
- Don’t Know/Refused: 0%

17. If a friend of yours was considering moving to an assisted living community and asked for your opinion: (Note: n=33)

(a). What advice would you give your friend, if he/she discovered that a particular community did not provide <first circled item>:

- Look around for another community before you make your final decision
- Don’t worry, <first circled item> is not that important
- It would depend
- Don’t Know

(b). What advice would you give your friend, if he/she discovered that a particular community did not provide <second circled item>:

- Look around for another community before you make your final decision
- Don’t worry, <second circled item> is not that important
- It would depend
- Don’t Know

(c). What advice would you give your friend, if he/she discovered that a particular community did not provide <third circled item>:

- Look around for another community before you make your final decision
- Don’t worry, <third circled item> is not that important
- It would depend
- Don’t Know
APPENDIX A
TENANT QUESTIONNAIRE

(d). What advice would you give your friend, if he/she discovered that a particular community did not provide <fourth circled item>:  

- Look around for another community before you make your final decision  
- Don't worry, <fourth circled item> is not that important  
- It would depend  
- Don't Know

18. When you were making your decision to move to an assisted living community would you have chosen this place if: (Note: n=33)

(a). You did not like the surrounding neighborhood:

- 36% Yes  
- 9% No  
- 52% I never considered the surrounding neighborhood before moving in  
- 0% It would depend  
- 3% Don't Know

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to find a community with a good surrounding neighborhood:

- 3 Yes  
- 0 No  
- 0 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to find a community with a good surrounding neighborhood:

- 2 Yes  
- 0 No  
- 1 Don't Know

(b). You thought the grounds were too small:

- 48% Yes  
- 0% No  
- 42% I never considered the size of the grounds before moving in  
- 3% It would depend  
- 9% Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get larger grounds:
0 Yes
0 No
0 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get larger grounds:
0 Yes
0 No
0 Don't Know

(c). The building site was not quiet and peaceful:

24% Yes
18% No
36% I never considered the quiet, peaceful nature of the site before moving in
15% It would depend
6% Don't Know

(If no)

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get a quiet, peaceful building site:
5 Yes
1 No
0 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get a quiet, peaceful building site:
2 Yes
2 No
2 Don't Know

(d). You did not like the exterior appearance of the building:

48% Yes
3% No
30% I never considered the exterior appearance of the building before moving in
12% It would depend
6% Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

(If no)
Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to live in a building with a good exterior appearance:

1 Yes
0 No
0 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to live in a building with a good exterior appearance:

0 Yes
1 No
0 Don't Know

(e).
You did not like the interior appearance of the building:

39% Yes
24% No
21% I never considered the interior appearance of the building before moving in
9% It would depend
6% Don't Know

(If no)
Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to live in a building with a good interior appearance:

8 Yes
0 No
0 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to live in a building with a good interior appearance:

3 Yes
2 No
3 Don't Know
Appendix A

Tenant Questionnaire

19.(a). Based on your experiences as a tenant, how important are each of the following building and site characteristics:

<table>
<thead>
<tr>
<th>Character</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Character of surrounding neighborhood</td>
<td>29%</td>
<td>51%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Overall security from crime</td>
<td>69%</td>
<td>20%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>Exterior appearance</td>
<td>0%</td>
<td>74%</td>
<td>26%</td>
<td>0%</td>
</tr>
<tr>
<td>Size of outdoor areas</td>
<td>6%</td>
<td>69%</td>
<td>26%</td>
<td>0%</td>
</tr>
<tr>
<td>Quiet, peaceful nature of building site</td>
<td>31%</td>
<td>54%</td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>Orderly appearance and organization of building</td>
<td>11%</td>
<td>60%</td>
<td>29%</td>
<td>0%</td>
</tr>
<tr>
<td>Availability of outdoor seating and walking areas</td>
<td>40%</td>
<td>49%</td>
<td>11%</td>
<td>0%</td>
</tr>
<tr>
<td>Quality of building construction</td>
<td>14%</td>
<td>63%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Accessibility for persons with disabilities</td>
<td>46%</td>
<td>49%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Interior decoration of the building/common areas</td>
<td>37%</td>
<td>46%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Availability of activity rooms (e.g. library, arts/crafts)</td>
<td>71%</td>
<td>29%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>People like you live here</td>
<td>29%</td>
<td>31%</td>
<td>34%</td>
<td>6%</td>
</tr>
<tr>
<td>Different people w/ different backgrounds live here</td>
<td>11%</td>
<td>40%</td>
<td>40%</td>
<td>9%</td>
</tr>
<tr>
<td>Other:</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

19(b). Please circle the two building characteristics that are most important to you.

17% Character of surrounding neighborhood
57% Overall security from crime
29% Exterior appearance
0% Size of outdoor areas
9% Quiet, peaceful nature of building site
0% Orderly appearance and organization of building
3% Availability of outdoor seating and walking areas
3% Quality of building construction
6% Accessibility for persons with disabilities
29% Interior decoration of the building common areas
51% Availability of activity rooms
14% People like you live here
3% Different people with different backgrounds lived here
0% Other
6% Don’t Know/Refused
APPENDIX A
TENANT QUESTIONNAIRE

20. If a friend of yours was considering moving to an assisted living community and asked for your opinion: (Note: n=33)

(a). What advice would you give your friend, if he/she did not like the neighborhood surrounding a particular community:

- 45% Look around for another community before you make your final decision
- 9% Don't worry, the surrounding community is not that important
- 42% It would depend
- 3% Don't Know

(b). What advice would you give your friend, if he/she thought the grounds were too small at a particular community:

- 45% Look around for another community before you make your final decision
- 9% Don't worry, the size of the grounds is not that important
- 42% It would depend
- 3% Don't Know

(c). What advice would you give your friend, if he/she did not think the building site of a particular community was quiet or peaceful enough:

- 58% Look around for another community before you make your final decision
- 3% Don't worry, the quiet, peaceful nature of the site is not that important
- 36% It would depend
- 3% Don't Know

(d). What advice would you give your friend, if he/she did not like the exterior appearance of the building(s) in a particular community:

- 55% Look around for another community before you make your final decision
- 6% Don't worry, the exterior appearance of the building is not that important
- 36% It would depend
- 3% Don't Know

(e). What advice would you give your friend, if he/she did not like the interior appearance of the building(s) in a particular community:

- 55% Look around for another community before you make your final decision
- 9% Don't worry, the interior appearance of the building is not that important
- 33% It would depend
- 3% Don't Know
APPENDIX A
TELENT QUESTIONNAIRE

(f). They could not get <other circled important items>:

**Item 1**

Look around for another community before you make your final decision
Don’t worry, <first circled item> is not that important
It would depend
Don’t Know

**Item 2**

Look around for another community before you make your final decision
Don’t worry, <second circled item> is not that important
It would depend
Don’t Know

21. Based on your experiences as a tenant, which of the following best describes the overall size of the apartment building you would prefer to live in:

9% A smaller building with less than 30 apartments
57% A medium sized building with 30-100 apartments
9% A larger building with more than 100 apartments
20% It does not matter to me
6% I never really thought about it/Don’t Know

22.

(a). Which of the following best describes, how often do you use the common activity rooms (e.g. library, chapel, arts/crafts) in the building:

29% Every day
46% Three or more times a week
17% Less than three times a week
17% Less than one time a week
9% Don’t know

(b). Which common activity room (other than the main dining room) do you spend the most time in:

9% None
51% Common Activity/Meeting Room
6% Pool
6% Communal Kitchen
3% More than one of above
23. When you were making your decision to move to an assisted living community would you have chosen this place if: (Note: n=33)

(a). You had to share an apartment with someone you were not related to:

9% Yes  
79% No  
3% I never considered the importance of a private room before moving in  
3% It would depend  
6% Don’t Know

(b). You had to share a bathroom with other tenants:

18% Yes  
67% No  
0% I never considered the importance of a private bath before moving in  
3% It would depend  
12% Don’t Know
(If no)

Would you still say no if you saved money by sharing a bathroom:
- 15 Yes
- 2 No
- 4 Don't Know

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here to get your own private bathroom:
- 17 Yes
- 1 No
- 3 Don't Know

Would you still say no if you had to move to a community that was located more than 10 miles away from here to get your own private bathroom:
- 10 Yes
- 3 No
- 8 Don't Know

(c). You could not lock your apartment door:
- 30% Yes
- 42% No
- 0% I never considered the importance of a locking door before moving in
- 3% It would depend
- 24% Don't Know

(If no)

Would you still say no if you saved money by living in a community where you could not lock your apartment door:
- 11 Yes
- 1 No
- 2 Don't Know

Would you still say no if you had to move to a community that was located 5 to 10 miles away from here have the ability to lock your apartment door:
- 11 Yes
- 0 No
- 3 Don't Know
APPENDIX A

TENANT QUESTIONNAIRE

Would you still say no if you had to move to a community that was located more than 10 miles away from here have the ability to lock your apartment door:

5  Yes
3  No
6  Don't Know

24(a). Based on your experiences as a tenant, how important are each of the following apartment characteristics:

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>A private apartment</td>
<td>91%</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>A private bathroom</td>
<td>91%</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Ability to lock your apartment door</td>
<td>69%</td>
<td>11%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Apartment size and layout</td>
<td>29%</td>
<td>51%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Overall accessibility of apartment</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Ability to furnish your apartment as you wish</td>
<td>80%</td>
<td>14%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Ability to bring your pet</td>
<td>14%</td>
<td>23%</td>
<td>57%</td>
<td>6%</td>
</tr>
<tr>
<td>Amount of storage space in-unit</td>
<td>29%</td>
<td>63%</td>
<td>9%</td>
<td>0%</td>
</tr>
<tr>
<td>A full size kitchen</td>
<td>29%</td>
<td>9%</td>
<td>89%</td>
<td>0%</td>
</tr>
<tr>
<td>A kitchenette</td>
<td>51%</td>
<td>34%</td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>Availability of a stove</td>
<td>26%</td>
<td>11%</td>
<td>63%</td>
<td>0%</td>
</tr>
<tr>
<td>Availability of washer/dryer in unit</td>
<td>14%</td>
<td>3%</td>
<td>83%</td>
<td>0%</td>
</tr>
<tr>
<td>Other:</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

24(b). Please circle the four apartment characteristics that are most important to you.

94%  A private apartment
94%  A private bathroom
66%  Ability to lock your apartment door
9%   Apartment size and layout
9%   Overall accessibility of apartment
80%  Ability to furnish your apartment as you wish
6%   Ability to bring your pet
6%   Amount of storage space in-unit
3%   A full size kitchen
14%  A kitchenette
3%   Availability of a stove
9%   Availability of washer/dryer in unit
3%   Other
APPENDIX A
TENANT QUESTIONNAIRE

25. If a friend of yours was considering moving to an assisted living community and asked for your opinion: (Note: n=33)

(a). What advice would you give your friend, if he/she was considering moving to a community where he/she had to share a room with an unrelated person (assume your friend can afford a private room):

   67% Look around for another community before you make your final decision
   0% Don’t worry, a private room is not that important
   33% It would depend
   0% Don’t Know

(b). What advice would you give your friend, if he/she was considering moving to a community where he/she had to share a bathroom (assume your friend can afford a private bathroom):

   67% Look around for another community before you make your final decision
   0% Don’t worry, a private bathroom is not that important
   33% It would depend
   0% Don’t Know

(c). What advice would you give your friend, if he/she was considering moving to a community where he/she had no ability to lock his/her apartment door:

   56% Look around for another community before you make your final decision
   3% Don’t worry, locking your apartment door is not that important
   41% It would depend
   0% Don’t Know

(d). What advice would you give your friend, if he/she was considering moving to a community where <other circled items from Question 24>:

   Item 1

      Look around for another community before you make your final decision
      Don’t worry, <first circled item> is not that important
      It would depend
      Don’t Know
APPENDIX A
TENANT QUESTIONNAIRE

Item 2

Look around for another community before you make your final decision
Don’t worry, <second circled item> is not that important
It would depend
Don’t Know

Item 3

Look around for another community before you make your final decision
Don’t worry, <third circled item> is not that important
It would depend
Don’t Know

Item 4

Look around for another community before you make your final decision
Don’t worry, <fourth circled item> is not that important
It would depend
Don’t Know

26. When you were making your decision to move to an assisted living community would you have chosen this place if:

(a). You did not like the kind of activities programs offered in the community

36% Yes, the activities programs were not that important in my decision
3% No, the activities programs were very important in my decision
55% I never considered the activities programs offered here before moving in
0% It would depend
6% Don’t Know

(b). How important do you think it is for communities like this one to offer access to cultural events such as plays, concerts, opera, etc.:

35% Very Important
35% Somewhat Important
24% Not Important
6% Don’t Know
APPENDIX A
TENANT QUESTIONNAIRE

27. Which of the following best describes, how often you participate in the group activities offered here (please check only one):

11% Every day
49% Three or more times a week
29% Less than three times a week
11% Less than one time a week
0% Don’t know

(b). Which of the following best describes the activities offered here:

23% They are very interesting and fun
51% They are somewhat interesting and fun
9% They are not very interesting but serve to fill time
0% They are boring
17% Don’t know

(c). Of all of the group activities offered here, which one is your favorite:

6% Excursions
20% Exercise
3% Literary Group
6% News Chats
11% Bingo
17% None/Can’t attend
9% Cocktail Hour
3% Arts/Crafts
6% Games
9% Speakers/Concerts
6% Other
6% Don’t Know/No Response

28. If a friend of yours was considering moving to an assisted living community and asked for your opinion what advice would you give your friend if he/she did not like the kind of activities programs offered in a particular community (Note: n=33)

36% Look around for another community before you make your final decision
24% Don’t worry, the activities programs are not that important
39% It would depend
0% Don’t Know
APPENDIX A
TENANT QUESTIONNAIRE

29. Based on your experiences as a tenant, how important is for communities like this one to provide a forum where tenants can talk about their concerns for the community:

54% Very important
34% Somewhat important
6% Not important
6% Don't know

30. How important do you think it is for a retirement community to have enough medical and personal support services available so residents will not have to move again:

51% Very important
29% Somewhat important
14% Not important
6% Don't know

31. (a). When you were looking for a community did it make a difference to you if the community was owned by a for profit or non-profit company:

3% Yes
27% No
64% I never considered it
6% Don't Know

(b). Based on your experiences as a tenant, does the profit or non-profit status of the community make a difference to you now:

21% Yes
58% No
18% I am not familiar with any differences between for profit or non-profit communities
3% Don't Know

(c). If you answered yes to Question 30(b), which type of community would you prefer:

0 Profit
7 Non-profit
1 Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

32. (a). When you were looking for a community did it make a difference to you if the community was affiliated with a hospital or religious group:

- 12% Yes
- 36% No
- 48% I never considered it
- 3% Don't Know

(b). Based on your experiences as a tenant, does the community's affiliation with other organizations (e.g. local hospitals, local nursing homes, religious groups or other charitable groups) make a difference to you now:

- 39% Yes
- 52% No
- 0% I am not familiar with what such affiliations offer or do not offer
- 9% Don't Know

(c). If you answered yes to Question 31(b), which form of affiliation would you consider to be the most important:

- 5 Local hospitals
- 4 Local nursing homes
- 0 Religious group
- 0 Other charitable group
- 3 Don't Know

33. Which of the following best describes how many rules and regulations (e.g. signing in and out, specific visiting hours, assigned seating at meals, etc.) you think should be established at retirement communities like this one:

- 23% There should be few rules and regulations
- 71% There should be a moderate number of reasonable rules and regulations
- 0% There should be a lot of rules and regulations
- 6% It does not matter to me
- 0% I never really thought about it/Don't Know
APPENDIX A
TENANT QUESTIONNAIRE

34. How important is it to you that you be allowed to exercise control over your personal affairs free from the interference of outside parties (e.g. free from overburdening rules and regulations and facility management):

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>77%</td>
<td>Very important</td>
</tr>
<tr>
<td>6%</td>
<td>Somewhat important</td>
</tr>
<tr>
<td>3%</td>
<td>Not important</td>
</tr>
<tr>
<td>14%</td>
<td>I never really thought about it/Don't Know</td>
</tr>
</tbody>
</table>

35. Would you advise a friend of yours to move to an assisted living community that had a lot of rules and regulations which might interfere with your friend's ability to exercise total control over his/her personal affairs:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Advice</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>Yes</td>
</tr>
<tr>
<td>63%</td>
<td>No</td>
</tr>
<tr>
<td>37%</td>
<td>Don't Know</td>
</tr>
</tbody>
</table>

36. Now that you live here what do you like best about the place:

<table>
<thead>
<tr>
<th>Liked most</th>
</tr>
</thead>
<tbody>
<tr>
<td>People that live here not restricted</td>
</tr>
<tr>
<td>Everything</td>
</tr>
<tr>
<td>Generally friendly</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>Privacy</td>
</tr>
<tr>
<td>Nothing</td>
</tr>
<tr>
<td>People who work here</td>
</tr>
<tr>
<td>Clean; airy; independence; staff</td>
</tr>
<tr>
<td>Chapel; exercise; entertainment</td>
</tr>
<tr>
<td>Warm, caring atmosphere</td>
</tr>
<tr>
<td>Maintain lifestyle; social aspects</td>
</tr>
<tr>
<td>Convenience</td>
</tr>
<tr>
<td>A lot of things</td>
</tr>
<tr>
<td>Can't tell you</td>
</tr>
<tr>
<td>Security knowing someone there</td>
</tr>
<tr>
<td>People who work here</td>
</tr>
<tr>
<td>Atmosphere; people who work here</td>
</tr>
<tr>
<td>Friendly atmosphere</td>
</tr>
<tr>
<td>People who work here</td>
</tr>
<tr>
<td>Home like atmosphere; staff</td>
</tr>
<tr>
<td>Never really alone in building</td>
</tr>
<tr>
<td>No cooking and cleaning</td>
</tr>
<tr>
<td>Everything</td>
</tr>
<tr>
<td>People who work here</td>
</tr>
<tr>
<td>Meals; apartment; people</td>
</tr>
<tr>
<td>Attention; people who work here</td>
</tr>
<tr>
<td>No response (2)</td>
</tr>
</tbody>
</table>

37. Now that you live here what do you like least about the place:

<table>
<thead>
<tr>
<th>Liked least</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing</td>
</tr>
<tr>
<td>Never thought about it</td>
</tr>
<tr>
<td>Food</td>
</tr>
<tr>
<td>Gardens</td>
</tr>
<tr>
<td>Waiting for food service</td>
</tr>
<tr>
<td>Lack of organization/systems</td>
</tr>
<tr>
<td>Some other tenants</td>
</tr>
<tr>
<td>Toilet paper</td>
</tr>
</tbody>
</table>

120
APPENDIX A
TENANT QUESTIONNAIRE

Don’t need 3 meals/day
Too much pasta
Not home
Nothing
Inefficient organization
Can't get out enough
Don’t know
Not mobile
Don’t know
Don’t know
Nothing
Nothing
Life circumstances
Don’t know
Silly rules
Attitude of aides and management
People who live there
Nothing
Functioning level of people living here
People sitting around doing nothing
Nothing
No response (2)

38. What would you say if I told you that the managers or this community did not give you the option to participate in this survey, or a similar survey, because they did not think it was appropriate or did want you to feel pressured or bothered (please note that this is a hypothetical question, and the managers of your community did give you such an option):

69% Concern 14% Little or no concern 17% Don’t know/no response

1. No response
2. I'd be fired-up. I would not stand for that kind of censorship.
3. Never thought about it.
4. It is favorable to have an open society.
5. They are making a mistake and I would try to influence them.
6. I would not like it.
7. I would not mind.
8. That is wrong.
9. That’s not fair.
10. It’s none of their business.
11. I don’t know.
12. I would not like that.
13. People should have the opportunity to participate.
14. It would not make a difference.
15. It would not matter.
16. I would not have known about it.
17. It should be my decision.
18. I should have that freedom.
19. No response.
20. It’s none of their business.
21. I don’t think they should do that.
22. I don’t like that.
23. I would be against that.
24. That’s outrageous.
25. I would not like that.
APPENDIX A
TENANT QUESTIONNAIRE

27. I have a right to talk.
28. That's terrible.
29. I've got my own opinion.
30. I would not like that restriction.
31. I don't know.
32. I would question whether they had an ulterior motive.
33. I'd tell them you know what. I can talk to whomever I want.
34. I'd think they were hiding something.
35. Let them mind their own business.

Thank you kindly for your help!!!
APPENDIX B
FAMILY MEMBER FACT SHEET

1. Your age:  Average = 51.7; Age Range = 30 to 64

2. Are you:

11 Female
7 Male

3. Highest level of education attained (please check only one):

0 Grade School
0 Some High School
0 High School
5 Some College or Technical Degree
6 Bachelor’s Degree
7 Graduate or Post-Graduate Degree
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

1. Which of the following best describes the role your family played in your family member's decision to move his/her current residence (please check only one):

   0  The family did not influence our family member's decision at all
   4  The family was interested but left the decision to our family member
   10 The family was very involved and supported our family member's decision to move
   4  The family persuaded our family member to move

2. Did your family member experience a sudden illness or injury before moving in:

   7  Yes (1 yes response referred to illness/injury experienced by spouse of tenant)
   11 No

3. (a). Before deciding to move to his or her current retirement community, how many other communities did you or your family member consider and/or visit (Please check only one. If you check “None,” please skip to Question 4):

   3  None
   1  One
   5  Two
   9  Three or more

   (b). If you or your family member did consider another retirement community, please indicate the reason(s) that best describe why the decision was made to move to the current community and not to the other community(ies):

   1. Nursing home on campus; proximity to family; ADA; parking for tenants
   2. Cost; proximity to family; management and staff; not institutional
   3. Management; for profit operation; building characteristics; dignity
   4. Apartment size; smaller; close to tenant's previous residence; 3 meals/day
   5. Proximity to children; rental option; more services
   6. Proximity to tenant's previous home; no room at other facility
   7. Proximity to family
   8. Cost; proximity to family; clean; friendly staff and residents
   9. Cost; entry fee as opposed to buying; proximity to family
   10. Value; reasonable cost; pool; unity availability; religious affiliations
   11. Non-institutional; suburban; residents like family member; appearance
   12. Proximity to tenant's previous residence; building characteristics; cost
   13. Proximity to family; former town of resident
   14. Alzheimer's facility; cost; environment
   15. Location; cost; services
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

4. Did you or another family member visit the community your family member moved to before he/she moved in:

   17 Yes
   1 No

5. Before your family member moved to his/her current residence, did you or another family member talk to any of the people who already lived here to find out what they think about the community:

   6 Yes
   12 No

6. Please indicate which of the following factors were most important to you when your family member was making the decision to move to an assisted living community (please do not check more than four):

   8 Overall Cost
   6 Overall value of service and amenity package
   13 Proximity to family members
   4 Proximity to previous residence
   4 Availability of health services
   9 Availability personal support/care services
   2 Quality of food service
   6 Quality/Reputation of management
   5 Building or site characteristics and amenities
   7 Apartment characteristics and amenities
   5 Availability of activities programs
   1 Security from crime
   1 Other: __________ Total assisted living offered ____________________

7. Based on your family's experience, which of the following best describes the overall size of the retirement community you would prefer for your family member (please check only one):

   0 A smaller building with less than 30 apartments
   13 A medium sized building with 30-100 apartments
   1 A larger building with more than 100 apartments
   3 It does not matter to me
   1 I never really thought about it
### APPENDIX B

**FAMILY MEMBER QUESTIONNAIRE**

8. Based on your family’s experiences, which of the following housing/service payment structures would you prefer to see offered in assisted living communities **(please check only one):**

<table>
<thead>
<tr>
<th>Option</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase apartment as condominium or cooperative and pay monthly service fees</td>
<td>0</td>
</tr>
<tr>
<td>Pay a non-refundable entrance fee that guarantees life-time care at a stable monthly fee</td>
<td>4</td>
</tr>
<tr>
<td>Pay a refundable entrance fee with smaller monthly fees</td>
<td>6</td>
</tr>
<tr>
<td>Pay a monthly rental fee</td>
<td>8</td>
</tr>
<tr>
<td>It does not matter to me</td>
<td>0</td>
</tr>
<tr>
<td>I never really thought about it/Don't Know</td>
<td>0</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
</tbody>
</table>

9. Based on your family’s experiences, which of the following monthly fee arrangements would you prefer to see offered in assisted living communities **(please check only one):**

<table>
<thead>
<tr>
<th>Option</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>One monthly fee that includes all services</td>
<td>8</td>
</tr>
<tr>
<td>Paying for services only as you use them</td>
<td>10</td>
</tr>
<tr>
<td>It does not matter to me</td>
<td>0</td>
</tr>
<tr>
<td>I never really thought about it/Don't Know</td>
<td>0</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
</tr>
</tbody>
</table>

10. When your family member was making the decision to move to his/her current residence how important were each of the following location factors to **you:**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to your family member’s previous residence</td>
<td>6</td>
<td>2</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to you or another member of the family</td>
<td>16</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to your family member’s doctor</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to your family member’s friends</td>
<td>2</td>
<td>6</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to your family member’s place of worship</td>
<td>2</td>
<td>3</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Proximity to public transportation</td>
<td>0</td>
<td>1</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>Other:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
11. Based on your family’s experiences, how important is it to you that assisted living communities offer the following personal support factors:

<table>
<thead>
<tr>
<th>Service Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 hour health care services</td>
<td>12</td>
<td>5</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Doctor on-site</td>
<td>1</td>
<td>7</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Services to assist with memory-impairment</td>
<td>5</td>
<td>3</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Personal care services</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transportation services</td>
<td>7</td>
<td>8</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Activities programs</td>
<td>7</td>
<td>11</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>On-site convenience store</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>On-site pharmacy</td>
<td>3</td>
<td>3</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>On-site beauty/barber shop</td>
<td>8</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Assistance with personal shopping</td>
<td>1</td>
<td>7</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Housekeeping services</td>
<td>17</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bed and bath linen services</td>
<td>14</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Personal laundry services</td>
<td>4</td>
<td>8</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Additional storage space</td>
<td>2</td>
<td>6</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Other: Religious Services</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

12. How important do you think it is for a retirement community to have enough medical and personal support services available so residents will not have to move again (please check only one):

11 Very important
7 Somewhat important
0 Not important
0 Don’t know

13. Based on your family’s experiences, how important are each of the following food service factors to you:

<table>
<thead>
<tr>
<th>Food Service Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of food</td>
<td>14</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Variation in daily menus</td>
<td>15</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Service plan includes 3 meals per day</td>
<td>10</td>
<td>5</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>A private dining room for special occasions</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Ability to choose seating at meals</td>
<td>10</td>
<td>7</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Other: No waiting for tables standing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant style</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Choose number of meals/day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variety within dietary restrictions</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

14. When your family member was making the decision to move to his/her current residence, how important were each of the following service factors to you:

<table>
<thead>
<tr>
<th>Service Factor</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management's knowledge of your family member's needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendliness of management</td>
<td>16</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Special attention paid to your family</td>
<td>7</td>
<td>8</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Timely response to information requests</td>
<td>15</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Provision of full and complete informational materials</td>
<td>15</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

15. Based on what you heard and learned from others before your family member moved into his/her current residence, how would you have characterized the following service factors there:

<table>
<thead>
<tr>
<th>Service Factor</th>
<th>Very Good</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management's knowledge of your family member's needs</td>
<td>8</td>
<td>7</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Friendliness of management</td>
<td>12</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Friendliness of staff</td>
<td>10</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Appreciation of your family member's independence</td>
<td>10</td>
<td>4</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Other:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Note: 2 family participants did not respond to Question 15

16. Which of the following best describes how many rules and regulations (e.g. signing in and out, specific visiting hours, assigned seating at meals, etc.) you think should be established at retirement communities like the one your family member lives in (please check only one):

   6   There should be few rules and regulations
   11  There should be a moderate number of reasonable rules and regulations
   0   There should be a lot of rules and regulations
   0   It does not matter to me
   1   I never really thought about it
**APPENDIX B**  
**FAMILY MEMBER QUESTIONNAIRE**

17. Based on your family’s experiences, how important are each of the following assisted living building characteristics to you:

<table>
<thead>
<tr>
<th>Character of surrounding neighborhood</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Overall security from crime</td>
<td>16</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Exterior appearance</td>
<td>7</td>
<td>11</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Size of outdoor areas</td>
<td>6</td>
<td>9</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Quiet, peaceful nature of building site</td>
<td>14</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Orderly appearance and organization of building</td>
<td>15</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Availability of outdoor seating and walking areas</td>
<td>7</td>
<td>11</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Quality of building construction</td>
<td>10</td>
<td>7</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Accessibility for persons with disabilities</td>
<td>15</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Interior decoration of the building common areas</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Availability of activity rooms (e.g. library, arts/crafts)</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>People like your family member lived there</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Different people w/ different backgrounds lived there</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Other: Pool</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

18. Based on your family’s experiences, how important are each of the following assisted living apartment characteristics to you:

<table>
<thead>
<tr>
<th>A private apartment</th>
<th>Very</th>
<th>Somewhat</th>
<th>Not</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>A private bathroom</td>
<td>18</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ability to lock your apartment door</td>
<td>15</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Apartment size and layout</td>
<td>11</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Overall accessibility of apartment</td>
<td>12</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ability to furnish own apartment</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ability to bring pet</td>
<td>0</td>
<td>4</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Amount of storage space in-unit</td>
<td>3</td>
<td>12</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>A full size kitchen</td>
<td>0</td>
<td>4</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>A kitchenette</td>
<td>8</td>
<td>8</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Availability of a stove</td>
<td>4</td>
<td>3</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Availability of washer/dryer in unit</td>
<td>4</td>
<td>5</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Other:</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

19. Based on your family’s experiences, how important is for communities like this one to provide a forum where tenants can talk about their concerns for the community:

   6 Very important
   11 Somewhat important
   0 Not important
   1 Don’t know

20. Please indicate what you would recommend to someone who was considering moving to an assisted living community and came to you for advice about the following matters/community characteristics (Note: checking “move in” indicates that you do not consider these matters/characteristics important; checking “look for another community” indicates that you consider these characteristics to be somewhat or very important; leaving blank indicates don’t know/no opinion):

<table>
<thead>
<tr>
<th>Community</th>
<th>Move In</th>
<th>Look for Another</th>
</tr>
</thead>
<tbody>
<tr>
<td>I had a poor initial experience with community managers</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>I heard that the management had poor reputation</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>I tried and did not like the food</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>There is little variation in daily menus</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Service plan includes two meals/day</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>I don’t like the surrounding neighborhood</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Building site is relatively small</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Grounds are not peaceful and quiet</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>I don’t like the exterior appearance of the building</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>I don’t like the interior appearance of the building</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>All apartments are double occupancy</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Bathrooms are shared by tenants</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Apartment doors do not lock</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>Provides kitchenettes as opposed to full sized kitchens</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>Does not have a stove</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Lacks access to cultural events (e.g. plays, opera, concerts)</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Lacks a forum for tenants to voice concerns</td>
<td>2</td>
<td>13</td>
</tr>
</tbody>
</table>

Note: In cases where responses to Question 20 do not add to 18, the remaining responses are conditional/don’t know responses.
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

21. (a). When you were looking for a community did it make a difference to you if the community was owned by a for profit or non-profit company (please check only one):
   9 Yes
   6 No
   10 I never considered it
   0 Don't Know

(b). Based on your family's experiences, does the profit or non-profit status of the community make a difference to you now (please check only one):
   4 Yes
   9 No
   3 I am not familiar with any differences between for profit or non-profit communities
   2 Don't Know

(c). If you answered yes to Question 21(b), which type of community would you prefer, otherwise skip to Question 22 (please check only one):
   2 Profit
   1 Non-profit
   1 Don't Know

22. (a). When you were looking for a community did it make a difference to you if the community was affiliated with a hospital or religious group (please check only one):
   5 Yes
   10 No
   3 I never considered it
   0 Don't Know

(b). Based on your family's experiences, does the community's affiliation with other organizations (e.g. local hospitals, local nursing homes, religious groups or other charitable groups) make a difference to you now (please check only one):
   8 Yes
   7 No
   1 I am not familiar with what such affiliations offer or do not offer
   2 Don't Know
(c). If you answered yes to Question 22(b), which form of affiliation would you consider to be the **most** important, otherwise skip to Question 23 (please check only one):

- 3 Local hospitals
- 2 Local nursing homes
- 1 Religious group
- 0 Other charitable group

23. How important is to you that your family member be allowed to exercise control over his/her personal affairs free from the interference of outside parties:

- 14 Very important
- 13 Somewhat important
- 12 Not important
- 11 I never really thought about it/Don’t Know

24. Would you advise a friend of yours to move to an assisted living community that had a lot of rules and regulations which might interfere with your friend’s ability to exercise total control over his/her personal affairs:

- 3 Yes
- 10 No
- 5 Don’t Know

25. What would you say if I told you that the managers of the community where your family member lives did not give your family member the option to participate in this survey, or a similar survey, because the managers did not think it was appropriate or did want your family member to feel pressured or bothered (please note that this is a hypothetical question, and the managers of your family member’s community did give him/her such an option):

- 14=Concern
- 2=No concern
- 2=No response

1. I’d be very concerned. It would make me suspicious that the managers had something to hide.
2. If it was due to the fact they felt it would be a problem, where pressure was an interference with her ability to live normally in her surroundings, then I would agree they were correct in not giving the option.
3. I think the opportunity should be presented and I know, personally, it meant a great deal to my father—that he could contribute and his opinion was valued
4. I would be afraid that I don’t have all the information that I should
5. I would say 1). Not respectful of my family member as a capable person. 2). Hiding something
APPENDIX B
FAMILY MEMBER QUESTIONNAIRE

6. I would insist they had the opportunity and would pressure management of community to provide the opportunity.
7. I would be very disappointed with the management
8. Bad sign.
9. No response
10. I would have been surprised and would have wondered why they were against the participation. I would have found out!
11. I would wonder why—and wonder what else is going on there. If anything the outcome would generate material to help make the facility better—promote quality, etc.
12. I would say the management was losing an opportunity to learn more about themselves and their tenants.
13. I would think “what are they afraid of”..If they have a facility to be proud of than no survey of this nature should be cause for alarm.
14. I'd think something was wrong and they were trying to hide something.
15. I would question management’s motives and management’s integrity.
16. No response
17. I would be suspicious since my dad is a competent to offer valid opinions. My mom is not. If she was the only person looking, or I was looking just for her, many of my answers would be different.
18. I would want to know why. Are they afraid or hiding something.

THANK YOU KINDLY FOR YOUR HELP!!!