



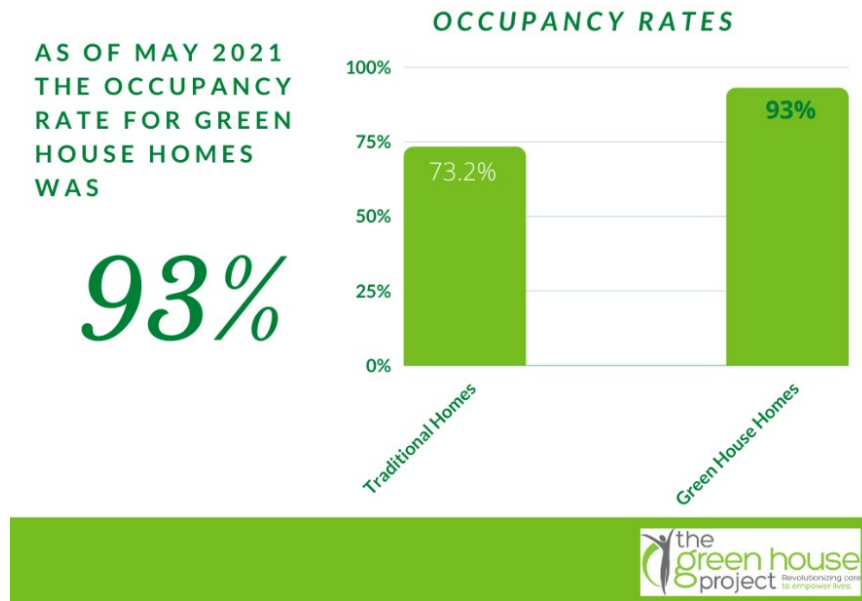
### The Green House Difference: By the Numbers

Since 2003, elders and their families have experienced the Green House difference for themselves – with private rooms, empowered staff, and welcoming communal spaces, Green House eldercare communities look nothing like the traditional nursing facility and provide a true home for their residents.

But the difference isn't just subjective. The Green House Project regularly collects data from our partner organizations to track their performance over time, with a particular focus on three key metrics: occupancy, staff turnover, and cost per resident day.

#### Occupancy

During the pandemic, occupancy at nursing homes – which had already been at cycle lows prior to COVID-19 – fell precipitously as elders, their families, and their physicians increasingly opted for the relative safety of home health. As of June 2021, the most recent month for which data is available, the nation's nursing homes were **74.2%** full<sup>1</sup>; in contrast, Green House communities reported occupancy of **93%** in May 2021.



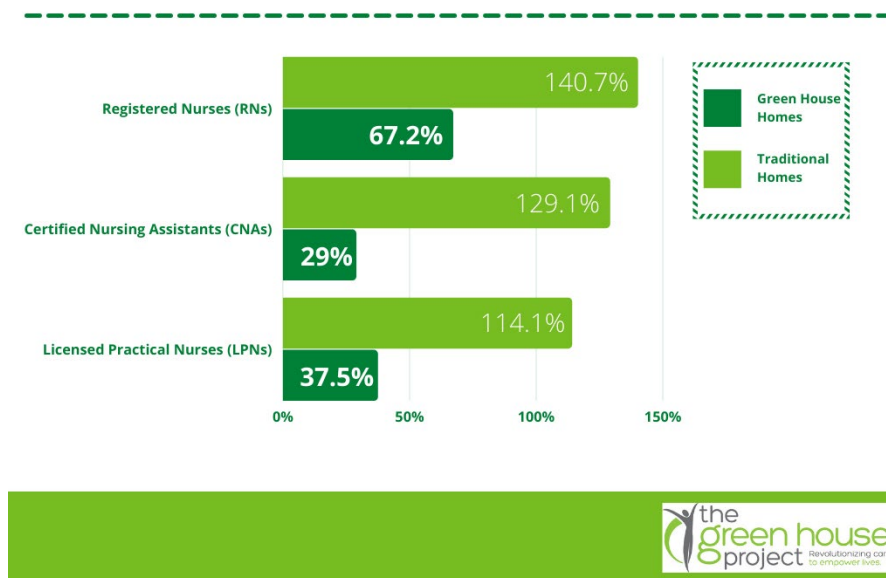
<sup>1</sup> ["Skilled Nursing Monthly Report."](#) The National Investment Center for Seniors Housing & Care. September 2021.

## Staff Turnover

Between 2017 and 2018, the overall nursing home workforce had a mean turnover rate of **94%**, with **140.7%** mean turnover for registered nurses (RNs), **129.1%** for certified nursing assistants (CNAs), and **114.1%** for licensed practical nurses (LPNs)<sup>2</sup>.

Even after the pandemic, Green House homes reported substantially lower turnover rates: **29%** for shahbazim (the model's term for CNAs), **37.5%** for LPNs, and **67.2%** for RNs. Those results build on existing research indicating that the Green House's unique staffing structure results in greater workplace satisfaction and lower levels of stress for frontline caregivers.

### STAFF TURNOVER RATES



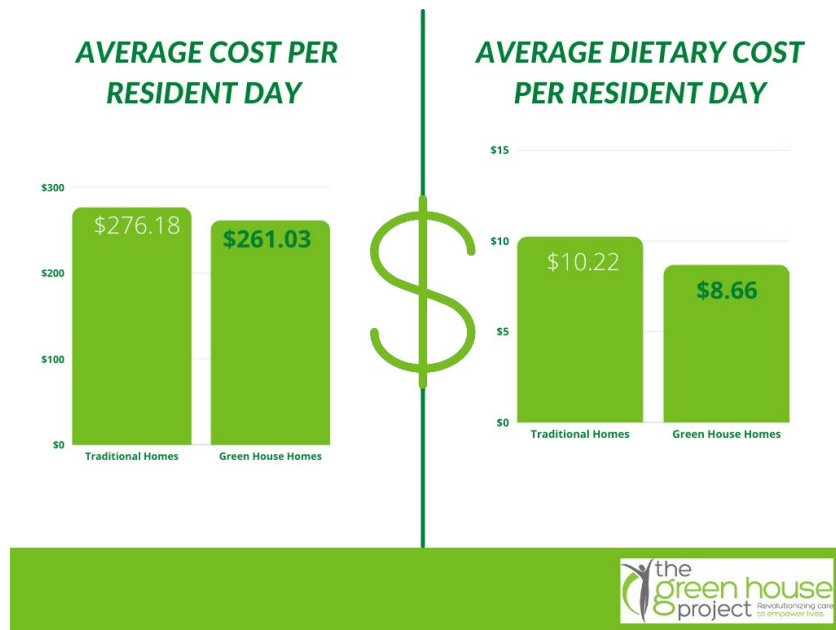
<sup>2</sup> Gandhi, Yu, Grabowski. "[High Nursing Staff Turnover in Nursing Homes Offers Important Quality Information.](#)" *Health Affairs*. March 2021.



### Operating Cost Per Resident Day

In 2019, nursing homes logged an average cost per resident day of **\$276.18**; on a regional basis, that figure ranged from **\$225.10** in the Southwest to **\$336.69** on the West Coast<sup>3</sup>. Green House homes, meanwhile, reported operating costs per resident day of **\$261.03**, even accounting for elevated pandemic-related expenses such as COVID-19 testing, personal protective equipment (PPE), and hazard pay.

The difference even extends to dietary costs, which came in at **\$10.22** per day in 2019 nationally – while Green House homes, which empower caregivers to plan and prepare meals directly for residents, saw average food costs of **\$8.66** per day.



<sup>3</sup> [“A Five Year Nursing Home Statistical Analysis \(2015 to 2019\).”](#) Marcum LLP. February 2021.



### Why These Statistics Matter

- **Occupancy:** For all types of eldercare settings, from nursing homes to assisted living facilities to memory care communities, occupancy means revenue – and empty beds or rooms mean elevated costs.
- **Staff Turnover:** A problem long before COVID-19, retaining frontline caregivers has become even more difficult in the wake of the pandemic. Higher turnover means elevated training expenses, a lack of continuity for residents and their families, and an increased risk of mistakes or substandard care.
- **Cost Per Resident Day:** With a complex set of reimbursements from both the federal government (Medicare, Medicaid) and private sources (managed care plans, commercial insurance coverage) that vary substantially by payer and region, keeping per-day costs in line is paramount for any eldercare community.

### Conclusion

For nearly two decades, The Green House Project has received praise and positive media coverage for bringing the humanity back to eldercare. But while the model itself is a radical departure from the status quo, the math behind it is quite straightforward: Operators that adopt Green House principles find themselves with fuller communities, a more engaged and satisfied workforce, and costs that are either in line with or lower than traditional facilities, which typically operate with much greater overhead.

Simply put, GHP works for elders, families, and the people who care for them, providing a sustainable model for housing our neighbors who need extra day-to-day supports.

### About Our Data

GHP works with our independent partner organizations to collect data about the ongoing viability of the model. All data in this analysis comes from a group of up to 28 GHP communities across the country that elected to share their operational information. GHP provides ongoing training and support to ensure that each community maintains our high standards, but the performance of individual organizations that operate under the Green House model may vary depending on local market factors and other regionally specific variables.