

Organizational Summary

Atria Senior Living is one of the nation's leading providers of independent living, assisted living and memory care services. They are home to more than 21,000 older adults at more than 179 locations in 28 states and seven Canadian provinces, and offer the flexibility of private-pay monthly rental apartments. Atria communities are based on a social model, not a skilled nursing model. Almost 60% of their residents are independent or only require medication reminders. Behind the warmth and welcome of every Atria community are pages of protocols and metrics that comprise our industry-leading quality standards, which often exceed state requirements. Atria communities have won 38 local Top Workplace honors since 2009, and 87% of our employees nationwide say they would recommend working at Atria to friends and family.

History

Atria Senior Living is breathing new life as a senior living management company. It was formed in 2011 as a spinoff of Atria Senior Living Group (ASLG), formerly an owner and operator of about 120 independent and assisted living communities throughout the US. After those assets were acquired for \$3.1 billion by health care real estate investment trust Ventas, Atria Senior Living signed a long-term contract to manage that portfolio of communities for Ventas. Atria Senior Living also manages communities for other owners. In addition to long-term care, its facilities offer temporary and short-term stay options, as well as specialized assistance for residents with Alzheimer's.

Mission

Recognizing the challenges of aging, we are dedicated to encouraging a fulfilling lifestyle and promoting independence.

- Exceptional service for our residents
- Growth, development and rewards for our employees
- Viability for the long term for our company

We listen. We engage life with pride, professionalism, creativity and fun. We strive to enhance lives and exceed expectations every day.

Atria was ranked number seven on ALFA's list of largest senior living providers in 2015

Industry: Senior Living Communities
Vertical: Services and Distribution
Analyst: Emory Smith

Key Statistics

Company Type: Privately Held Management Company

Established: 1996

Headquarters: Louisville, KY

Located: 28 states and 7 Canadian provinces

Communities: 179

Employees: 12,500+

Residents: 20,000+

Units: 20,500+

Services

Independent Living

- For active seniors who seek an engaging socially connected life free from chores, responsibilities, and the stress of maintain a home
- Atria provides well-appointed private apartments for independent living residents.
- Services and amenities include:
 - Chef-prepared meals with table service in on-site dining venues
 - Scheduled transportation for local events, errands, and appointments
 - A social calendar with daily opportunities for learning, creativity, fitness, and fun
 - Weekly housekeeping and linen services

Assisted and Supported Living

- For older adults who need help with basic daily tasks like bathing, grooming, getting dressed and managing their medications
- Assisted living includes the support of trained, 24-hour staff
- In addition to services included in independent living, assisted living provides:
 - Private apartments with personal alert systems
 - Discreet, personalized support with daily tasks
 - Medication reminders
 - Incontinence care

Memory Care

- Life Guidance is an innovative care system for older adults living with Alzheimer's and dementia
- Life Guidance neighborhoods provide a safe, secure environment while encouraging residents to be physically active and participate in decisions of their daily lives
- Services and care include:
 - Intimate, structured setting that allows specially trained staff to provide more personalized care and attention
 - Comfortable amenities and secure outdoor spaces
 - Engage Life events program
 - Culinary Excellence program that provides fresh menu selections and encourages family-style meals
 - Quality Enhancement program requires at least one unannounced review of community each year
 - Staff receives extensive, specialized training in dementia care- including stringent orientation programs and at

Services

- Independent Living
- Assisted and Supported Living
- Memory Care
- Short Term Stay

24-hour staff requires efficient scheduling in order to avoid excessive overtime costs and work fatigue. How can Kronos scheduler improve operations for assisted living services?

With standards that often exceed state requirements, the Quality Enhancement program uses a comprehensive review tool that measures approximately 700 items of daily life in our communities. In addition to state-led reviews, Atria communities undergo unannounced QE visits each year to ensure quality continues to be our number one priority.

How can Kronos contribute to quality enhancement program?

least 25 hours of mandatory additional training annually

Short-Term Stay

- Excellent option for seniors who want to recover after surgery, give normal caregivers a break, or test out senior living
- Includes amenities of assisted living, including 24-hour staff
- Subject to availability and terms vary by community

Key Developments

1. Expansion
 - In 2014, Ventas, Atria's parent company, purchased 29 Canadian independent living communities that were transitioned to Atria Senior Living management at closing.
 - The 29 private-pay properties are located in seven Canadian provinces, with the majority in Ontario and Alberta.
2. Going mobile with operational tech
 - Atria is building new dashboard apps to so staff can more easily view and digest key information and operational metrics.
 - They are also working on a proprietary census forecasting app that allows real-time valuation of current and forecasted occupancy.
 - i. By using the app, building managers at Atria's communities will be able to take out their phones and give a forecast of move-ins and move-outs.
 - "This will help senior and regional management to get away from things like spreadsheets and desktop computers, and instead be able to view key information on laptops and mobile devices," says Sanela Graziose, Atria's business optimization director.

Human Resources

Employee Rewards Programs

- Since 2007, more than \$58 million has been paid out to hourly front-line staff across the country through Atria Rewards®, a program which recognizes service longevity and high achievements in the areas of customer satisfaction and Quality Enhancement.
- Full-time Atria employees are eligible to receive 100% tuition

Ventas' private pay senior housing portfolio is led by Atria. In 2014, Atria benefitted from higher rents and improving margins

How can Workforce Mobile/Tablet and Core Analytics contribute to Atria's move toward mobile and data driven operations?

This key development is an excellent way to connect Kronos products to Atria's operational initiatives.

Read more [here](#).

So far, Atria has paid out more than \$2.7 million in tuition reimbursement through their Employee Rewards Program and More than \$1.2 million has been disbursed by Atria Cares to more than 1,500 employees through Atria Cares.

reimbursement, up to a maximum of \$5,250 each calendar year, for up to 12 credit hours per semester at an accredited college or university.

Atria Cares

- Atria Cares is a 501(c)(3) public charity that provides emergency financial assistance - not loans - to qualifying Atria employees who are faced with financial hardships due to unforeseen and often tragic events in their personal lives.
- Atria Cares is primarily funded by employee payroll deductions, individual donations and community fundraising.
- Atria funds all administrative costs of Atria Cares and makes contributions to Atria Cares in support of its charitable activities, including the Ronnie Boatman Scholarship program.
 - This program awards annually at least one \$12,000 scholarship to an eligible dependent of an Atria community employee.
 - To date, more than \$270,000 has been awarded to 37 students.
- Donations to Atria Cares are tax-deductible, and all contributions go directly to helping Atria employees in need.

Legal Issues

Atria has been involved in 12 labor related lawsuits since 2007.

The following table lists five of the most recent lawsuits:

Filed:	Case:	Cause of Action:	Location:
2015	Edmead v. Atria Senior Living, Inc. et al	FLSA	New York
2014	CERVONE v. ATRIA SENIOR LIVING, INC.	Denial of Overtime	Pennsylvania
2014	Humphrey v. Atria Management Company LLC	Denial of Overtime	Arizona
2012	Onoyeyan v. Atria Senior Living Group, Inc. et al	FLSA	New York
2010	Rodriguez et al v. Atria Senior Living Group, Inc.	FLSA	New York

News

Atria takes pride in the benefits and rewards it provides to employees. How can savings generated from Kronos products contribute to these reward programs?

Atria struggles with compliance issues particularly dealing with wage and hour regulations.

Kronos Timekeeping and Workforce Scheduler can greatly reduce non-compliance risk and the fines and payouts associated with areas related to federal Wage and Hour and FMLA standards.

[Ventas, management take control of Atria Senior Living](#)

Real estate investment trust company Ventas Inc. (NYSE: VTR) and management of Louisville-based Atria Senior Living Inc. have assumed full ownership of Atria as a result of a recent transaction. Through the purchase of investment funds previously managed by Lazard Frères Real Estate Investors LLC, Chicago-based Ventas acquired a 34 percent interest in Atria and 3.7 million shares of Ventas common stock for \$242 million.

[Ventas Completes 29-Property Holiday Deal, Atria Takes Over Operations](#)

Ventas, Inc. (NYSE: VTR) has completed its previously announced all-cash acquisition of 29 Canadian senior living communities from Holiday Retirement, the Chicago-based real estate investment trust (REIT) announced Tuesday. The transaction closed at CAD\$957 million (US\$897 million). Louisville, Kentucky-based Atria Senior Living will operate the communities, raising the tally of Ventas' properties managed by Atria to 173.

[No. 5 midsize company: Atria Senior Living Group](#)

The Louisville, Ky.-based Atria Senior Living Group - with 253 employees in four facilities across the Houston area and one in Beaumont - makes it a priority to reward employees for their efforts. Bingo games with big prizes aren't reserved for the residents at Atria Senior Living Group. The employees at Atria Westchase have regular bingo tournaments of their own, with prizes that include laptops, Kindles, televisions and gift cards.

According to a news release, Atria's executives and employees, including CEO John Moore, now own 66 percent of Atria.

This article gives more details on the Ventas acquisition of Canadian senior living communities.

This article provides another example of how employees are valued at Atria. The positive working environment has enabled the company to gain industrywide attention for its employee tenure.