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Q: Senior Housing News:
Are there any great lessons or quick wins that were experienced throughout the accreditation process or the post-accreditation that have shaped your approach for accrediting your other facilities?

Harris: Definitely. Our major consistent finding overall is that The Joint Commission focuses on the resident as a whole. They are not 100% clinically driven. That is something that I did not fully understand when we started. They really do have the residents in mind holistically.

So, how is that a quick win? It's a win because it shows that they are focused on the curve that we're seeing in health care in general. We're seeing more and more focus on not just care delivery but also being a great place to live and a great place to work, which are two of Arrow's major focuses.

As I mentioned, the three communities were selected because of their stellar executive directors and because of their great teams. In a lot of our communities, the executive director is, of course, the captain of the ship. The wellness director is focused on wellness. The plant operations director is focused on maintenance and housekeeping. People stay in their lanes. It's not so much that we're siloed, but everybody knows their duties. Joint Commission accreditation brought everybody to the table together to solve problems as an integrated team.