

Senior Living Budgeting Checklist

22 Questions To Ask Before You
Finalize Your Plan





Budgeting in senior living isn't just about setting next year's numbers. It's about preparing for operational volatility, labor pressure, and changing demand.

Use this checklist to pressure-test your budget before it's approved.

Senior Living Budgeting Checklist

Occupancy & Revenue Assumptions

- Are occupancy assumptions grounded in current leasing velocity and market demand – not just last year's averages?
- Have you modeled multiple occupancy scenarios (base, conservative, growth)?
- Have you evaluated break-even occupancy by community and service line?
- Are rate increases modeled against potential impact on move-ins and retention?
- Have you accounted for payer mix or acuity shifts?

Labor Planning

- Is staffing modeled based on projected occupancy and acuity – or simply prior-year staffing levels?
- Have you factored in expected wage pressure or minimum wage changes?
- Have you modeled overtime and agency usage under different occupancy scenarios?
- Are department managers accountable for labor variances?

Expense Assumptions

- Have you stress-tested utilities, food, insurance, and benefits costs?
- Are vendor contracts locked in – or subject to renewal increases?
- Have you separated fixed vs. variable costs to understand sensitivity to census changes?



Capital & Strategic Initiatives

- Are capital projects prioritized based on ROI and operational impact?
- Have you modeled renovation-related occupancy disruption?
- Is there a clear financial plan tied to growth initiatives (new service lines, expansions, acquisitions)?

Cash Flow & Risk Management

- Have you forecasted cash flow monthly – not just annually?
- Are debt covenants and lender ratios modeled under downside scenarios?
- Do you understand how a modest census dip would affect liquidity?

Reporting & Governance

- Provide leadership with forward-looking forecasts – not just historical budget-to-actual reports
- Align dashboards with the core drivers of financial performance, including occupancy, labor ratios, NOI, and cash flow
- Establish a process that allows your team to update projections quickly as conditions change

The Final Question

- Is your budget a static document – or a living financial model that evolves with your communities?

Martus Solutions Can Help

If you answered “yes” to the final question, Martus can help. In today’s senior living environment, adaptability comes from visibility. [Take a tour](#) or [book a demo](#) to start treating budgeting as the starting point – not the finish line.

