



Meeting of the Executive Board
September 10, 2019

A meeting of the Executive Board of the American Seniors Housing Association was held on September 10, 2019, at 3:30 pm at the Sheraton Grand Hotel in Chicago, IL.

A list of Directors present at the meeting, constituting a quorum of the Executive Board, is attached.

The Chairman, Michael Grust, acknowledged the generous support of each Fall Meeting sponsor, and reminded Executive Board members that the 2019 Chairman's Circle Event is scheduled to take place November 6 -7 at The Ritz Carlton in New Orleans, LA.

The Chairman reminded the Executive Board that the 2020 Annual Meeting would take place at the JW Marriott Desert Ridge in Palm Desert, CA, January 22-24.

The Chairman then acknowledged Colleen Blumenthal and Samantha Medred of HealthTrust, who led the data efforts with the 2019 State of Seniors Housing financial and operational performance research. Complimentary copies of the report will be mailed to members of ASHA later in the fall, and the report will summarize data collected from a sample comprised of close to 225,000 units.

The Chairman thanked members of the Board for their continued support of the Alzheimer's Association's Walks. He noted that ASHA members had raised close to \$5.5 million for the Alzheimer's Association last year and expressed optimism that we would surpass that number this year.

The Executive Board moved, seconded and carried (M/S/C) approval of the June 13, 2019 ASHA Executive Board Minutes.

The Board moved, seconded and carried (M/S/C) approval of the following new Executive Board member firms:

Berkshire Residential Investments, Boston, MA (Matthew Whitlock, Managing Director, Chief Investment Officer, Senior Housing)
Liberty Senior Living, Wilmington, NC (Will Purvis, President)
Silverstone Senior Living, Dallas, TX (Christopher Porter, President and Chief Financial Officer)

The Board moved, seconded and carried (M/S/C) approval of the following new representative from an existing ASHA Board member firm:

Jim Pusateri, CEO, True Connection Communities/Managing Director, Green Courte Partners, LLC

Brad Dubin, ASHA's Treasurer delivered the Treasurer's Report following a keynote presentation by Joel Peterson, Chairman of JetBlue Airways. He reported that the Association has a positive change in net assets of \$397,851 through the end of the second quarter, and noted that the Executive Committee had recently met and

authorized investment of \$175,000 in the production of a high quality industry promotional video that will utilize professional talent and will be filmed later in the fall. It is expected that the video will be ready in early 2020 and tested in two or three U.S. markets next year.

The Treasurer then reviewed a proposal from the Executive Committee that was sent to members of the Executive Board in early September recommending an increase in ASHA's membership dues in 2020. The Treasurer noted that ASHA last increased membership dues for Associate and Advisory Committee members 13 years ago, and last increased Executive Board dues in 2011.

The Board moved, seconded and carried (M/S/C) approval of the recommended dues adjustments (from \$12,500 to \$15,000 for Executive Board; from \$5,000 to \$6,000 for Advisory Committee; and from \$2,500 to \$3,000 for Associate members) in 2020 that are expected to generate approximately \$600,000 in additional dues-related revenue. These funds will be used to launch two important programs: a) an Industry Promotion effort to change and enhance the overall perception of senior living; and b) the creation and launch of the Where You Work Matters digital platform to highlight the benefits of a career in the senior living field for front line staff and to provide students with information about top university programs that offer training in senior living management.

A panel discussion on Security and Visitor Management in Senior Living followed the Treasurer's Report and was moderated by Lever Stewart, Chief Operating Officer, Accushield. Panelists included JoAnne Carlin, Vice President Clinical Risk Services, Willis Towers Watson; Paul Gordon, Partner, Hanson Bridgett; Ric Henry, President, Pendulum, LLC; and Marco Vakili, Managing Director Senior Housing, Alliance Residential Company.

Jerry Frumm, Chairman of the Seniors Housing PAC then provided an update of the 2019 Campaign, noting that there were 381 contributions and pledges totaling \$352,483 to date. The Chair reminded those in attendance that the 2019 Campaign was still in process and strongly encouraged Board members who had not yet done so to consider supporting the Seniors Housing PAC this year.

There being no further business, the Board meeting was adjourned.



Executive Board Meeting Agenda
2020 Annual Meeting – January 24, 2020 / 8:00 a.m. – 9:15 a.m.
JW Marriott Desert Springs, Palm Desert, CA

- I. Welcome
David S. Schless, American Seniors Housing Association
- II. Recognition of Brad Dubin, Mercedes Kerr, and Michael Grust
- III. Approval of 9/10/19 Executive Board Minutes
- IV. Approval of New Officers
Nominee: (Chairman) Douglas Schiffer, Allegro Senior Living
Nominee: (Vice Chairman): Jerrold Frumm, Senior Lifestyle
Nominee: (Treasurer): Kathryn Sweeney, Blue Moon Capital
Nominee: (Secretary): Lynne Katzmann, Ph.D., Juniper Communities
Nominee: (Seniors Housing PAC Chair): Richard Hutchinson, Discovery Senior Living

Approval of New Directors
Nominees:
CA Senior Living, Denver, CO (Ben Burke, President)
CommuniCare Family of Companies, Blue Ash, OH (Ronald Wilhelm, President)
iBorrow, Los Angeles, CA (Brian Good, Chief Executive Officer)
Locust Point Capital, Red Bank, NJ (Eric Smith, CEO and Managing Partner)
Orchard Hill Partners, Portland, OR (Ryan Haller, Managing Principal)
Ryan Companies, Austin, TX (Julie Ferguson, Senior Vice President, Senior Living)
Synovus, Birmingham, AL (Sarah Duggan, Senior Director)

Approval of New Representatives from Existing Executive Board Member Firms
Nominees:
Brett Gardner, Managing Director, Walker & Dunlop
Nick Gesue, Chief Executive Officer, Lancaster Pollard
Vikas Gupta, Senior Vice President, Omega Healthcare Investors
Christian Maingot, Senior Vice President, Brookdale
Nicolette Merino, President, Ovation by Avamere
- V. Treasurer's Report
- VI. Panel Discussion: Accreditation of Assisted Living
Moderator: Susan Kayser, Partner, Duane Morris
David Baker, MD, MPH, FACP, Executive Vice President, The Joint Commission
Jed Johnson, MSW, MBA, Managing Director Aging Services, CARF International
Anja Rogers, CEO, Senior Star
- VI. Adjournment

Chairman | [Doug Schiffer](#) | [Allegro Senior Living](#)

Doug Schiffer is President and Chief Operating Officer of Allegro Senior Living, LLC, which develops, owns and operates a growing portfolio of independent, assisted living, and memory-care properties. With 30 years of experience in commercial real estate, Doug is a member of the Senior Housing Council of the Urban Land Institute and a longtime Executive Board member of the American Seniors Housing Association. Doug served as Vice Chairman of ASHA from 2018—2019.

With Allegro, Doug developed new senior housing properties before assuming responsibility for asset management, property management and implementation of the company's strategic plan. Doug previously served as an executive officer of Love Funding focused on senior housing finance. He holds a Bachelor of Arts degree from Tulane University.

Vice Chairman | [Jerry Frumm](#) | [Senior Lifestyle](#)

Jerry Frumm is the Vice Chairman and Chief Investment Officer of Senior Lifestyle. In this role Jerry serves as the Chairman of the Senior Lifestyle Investment Committee which reviews all investment activities for the company. Jerry has been associated with Senior Lifestyle since its inception in 1985. During his tenure, Jerry has been involved in all phases of the development and acquisition of Senior Lifestyle communities and has closed on innumerable debt and equity transactions. Jerry is responsible for key relationships with Senior Lifestyle's diversified base of capital partners.

Jerry is an attorney who has practiced with both the state and federal governments. He is a member of the Chicago Bar Association and holds a Bachelor of Arts Degree from The Ohio State University and a Law Degree from Washington University School of Law. He is also a licensed real estate broker.

Jerry chaired both ASHA's Public Policy Committee and Seniors Housing PAC from 2018—2019.

Treasurer | Kathryn Sweeney | Blue Moon Capital Partners

Kathryn Sweeney is responsible for setting and directing Blue Moon Capital Partners' investment strategies, including taking the lead on acquisitions and portfolio management and setting return optimization strategies. She is also jointly responsible, with Susan Barlow, for setting the long-term strategic direction of Blue Moon. Kathryn is a member of the Management and Investment Committees. She has been an active investment advisor and manager in the senior housing industry since 1997.

Previously, Kathryn was Managing Director of The GPT Group's US senior housing portfolio. GPT Group is one of Australia's largest diversified listed property groups. During her tenure with GPT, Kathryn was ensconced within Benchmark Senior Living where she gained deep insight into senior living operations that enhanced her influence on the strategic direction of GPT's portfolio and contributes to her being viewed as a valuable strategic resource to Blue Moon's operating partners.

Kathryn's senior housing career began with AEW Capital Management, when in 1997 she began investing development capital on behalf of opportunistic investors and ultimately became the senior housing portfolio manager at AEW for the CalPERS senior housing separate account. Early in her career, Kathryn worked for The Boston Company Real Estate Counsel, one of the veterans of the institutional real estate investment business.

A longtime member of ASHA's Executive Board, Kathryn also served on the National Investment Center for the Seniors Housing and Care Industries (NIC) Board of Directors for seven years and as Chairperson for two years. She also served on the Board of Directors of Vi Living, the Pritzker family's continuing care retirement community business.

Kathryn earned a Bachelor of Science degree in Economics at Boston University and a certificate in Risk Management and Strategic Decisions from Stanford University.

Secretary | Lynne Katzmann, Ph.D. | Juniper Communities

Lynne Katzmann, Ph.D. is Founder, CEO and President of Juniper Communities, which invests in, develops and manages senior living and long-term care communities. With 24 properties in 4 states and more than 1550 employees, Juniper, has \$85 million in revenues. Celebrating its 31st Anniversary, Juniper is ranked #12 by Crain's New York on its Top 50 ranking of woman-owned companies for the New York tri-state area.

Juniper and Lynne are unique to the industry in several ways, including the only woman-founded, owned and led business among the top 40 national assisted living companies. She launched the business when she was 32, with six years' experience in the health care industry and a PhD in economics from London School of Economics.

Lynne leads an organization known for resident-centered, personalized care. Juniper's priorities and its many award-winning innovations are consistent with her belief: "Aging and its challenges are a natural part of our life cycle. Quality of life in this third stage should be enjoyed to its fullest according to each person's choosing. There is no reason that a frail body should not allow a life of joy and meaning."

Lynne has been involved in the health care industry for more than 35 years, working in the public and private sectors in the United States and Europe. A member of ASHA's Executive Board since 2016, she has been named to the Board of Advisors of Tufts School of Medicine; serves as a board member of several for-profit and non-profit organizations including Senior Care Centers of Dallas, ElderCare Alliance of San Francisco, Naropa University of Boulder, Colorado, ArtsConnection of New York City, Partners in Health Foundation of Montclair, NJ, the Social Venture Network and recently became a Director for Sabra Health Care REIT.

Seniors Housing PAC Chairman | [Richard Hutchinson](#) | [Discovery Senior Living](#)

Richard Hutchinson is the founder and Chief Executive Officer of Discovery Senior Living; family of companies which include: Discovery Management Group, Discovery Development Group, Discovery Design Concepts, Discovery Marketing Group & Discovery At Home, a Medicare-certified home healthcare company.

As an industry leader in seniors housing, Discovery Senior Living currently has in excess of 9,500 units in operation or under development throughout the Midwest, Mid-Atlantic, and Southern United States. The company has expanded to include an array of living options which include: senior apartments, independent living in both multi-apartment and villa environments, supervised independent living, personal care, assisted living and memory care. The successful and diverse rental portfolio features large luxury, resort-style campuses, state-of-the-art care communities, smaller village-inspired wellness and care communities and secured memory care neighborhoods.

Through Richard's leadership, the family of companies has achieved significant growth. His vision of developing a business culture of innovation, integrity and creativity, while being analytically driven, has pushed the company to the leading edge of the industry, redefining seniors housing along the way. The companies have been recognized for their exceptionalism and ingenuity and have received accolades and awards from The National Association of Home Builders 50+ Seniors Housing Council, Southeast Builders Conference, National Mature Media and Generations Awards, as well as earning a five-star rating from the Centers for Medicare and Medicaid Services for Quality of Patient Care.

Prior to joining Discovery, Richard held the position of Chief Financial Officer for more than a decade, from 1996 to 2006, with Aston Care Systems, Inc. As Aston's Chief Financial Officer, he developed the initial strategic business plan, secured necessary equity, and financed development and construction. During his 25+ year career he has negotiated and closed more than \$2 billion in equity and debt transactions, while establishing relationships with many of the industries' key financiers, investors and operators. Richard has been a member of ASHA's Executive Board since the late 1990s.

He served in the U.S. Army from 1986 to 1994 including a tour during Desert Storm. Richard graduated Summa Cum Laude from St. Leo College earning a Bachelor's Degree in Accounting, and is a former Certified Public Accountant.

President of ASHA | [David Schless](#) | [American Seniors Housing Association](#)

David Schless has served as ASHA's President since its creation by the National Multifamily Housing Council (NMHC) in 1991. With over 25 years of industry experience, David has an extensive understanding of seniors housing research, policy and regulatory issues, and an intimate knowledge of the seniors housing business. He currently serves as co-chair of the Alzheimer's Association Brain Ball Committee and on the editorial board of the *Seniors Housing & Care Journal*.

David received a Bachelor of Science from the University of Connecticut and a Master of Science from the University of North Texas. He began his career as Director of Research for the National Association for Senior Living Industries in 1989.

New Executive Board Nominees

Ben Burke | President | CA Senior Living
Nominee

As President of Senior Living, Ben Burke oversees the implementation and execution of the senior living investment process. In this capacity, Ben focuses on project sourcing by identifying underserved markets/submarkets, site acquisition, contract negotiation, proforma and budget creation, operator selection and oversight, and strategic vision of the platform to maximize investor return.

Prior to joining CA, Ben was the Vice President of Development & Investor Relations at Spectrum Retirement Communities. While at Spectrum, he was directly involved in the development of 20 communities (~2,300 units) across nine states. Product types included independent living, assisted living, and memory care. Through these developments, Spectrum's portfolio grew from ~1,700 units to ~4,000 units. Prior to joining Spectrum, Ben held positions with Archstone-Smith and CWCcapital.

Ben graduated from the University of Denver with a BSBA in Real Estate.

Ronald Wilhelm | President | CommuniCare Family of Companies
Nominee

- Mr. Wilhelm joined CommuniCare in 1993 as corporate counsel and now services as a board member and officer for CommuniCare.
 - Mr. Wilhelm is a board member of the Ohio Healthcare Association, Indiana Healthcare Association and a member of the Ohio Bar Association.
 - Mr. Wilhelm was formerly the CEO of Value Care Pharmacy, Homeward Rehabilitation, Nurses Calling Home Care Agency and Medico Equipment Company.
 - Mr. Wilhelm holds a law degree from Benjamin Cordoza School of Law and a BA in Talmudic Law from Ner Yisroel Rabbinical College
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New Executive Board Nominees

Brian Good | Chief Executive Officer | iBorrow
Nominee

CEO Brian Good oversees the operations and investments of nationwide direct lender iBorrow, and serves on its Loan Committee. iBorrow lends on commercial property including all types of senior living. Brian has been in real estate for over 20 years, first as a corporate real estate transactional attorney and then as President of Eagle Group, LLC a fully-integrated real estate company handling all aspects of a large commercial real estate portfolio. Brian has moderated and served on a number of panels, including panels for Bisnow and IMN. Currently, he sits on the Board of Advisors for the Ziman Center for Real Estate as part of the Anderson School of Business, the SCGA Golf Foundation, and has served on the boards of Brentwood School, the Federation of Greater Los Angeles, and the Guardians.

B.A., University of California - Santa Barbara J.D., Loyola Law School M.B.A., the Northeastern University D'Amore-McKim School of Business

Eric Smith | Chief Executive Officer & Managing Partner | Locust Point Capital
Nominee

Eric Smith is the Chief Executive Officer and a founding member of Locust Point Capital. In 2016, under Mr. Smith's leadership, Locust Point Capital launched its first institutional private debt fund focused on the senior housing and care industry. Mr. Smith is responsible for establishing the foundation of the firm's core investment philosophy. In addition, his extensive contacts and his strong understanding of senior housing debt markets have been a driving force in elevating Locust Point Capital to become a nationally recognized senior housing debt platform. With more than two decades of structured finance experience, Mr. Smith has spent the last 25 years originating, underwriting, and managing investments in long-term care, seniors housing, and healthcare services sectors. He has served as a partner/principal in seven prior healthcare investment funds. Throughout his career, Mr. Smith has participated in over 400 transactions representing approximately \$1.4 billion in senior debt, mezzanine, and preferred equity investments within the long-term care, senior housing and healthcare services industries. Mr. Smith holds a B.A. in Economics from Allegheny College.

Ryan Haller | Managing Principal | Orchard Hill Partners
Nominee

Ryan Haller has more than 14 years of experience in real estate finance, acquisitions, development, and project management in the seniors housing and healthcare vertical markets. In his role with Point Development, his focus is on the entire life cycle of growth initiatives of the Avamere family of companies. Ryan's focus spans from market analysis and underwriting, to capital formation and syndication, to leading the project management efforts of any development or transaction the firm is involved in.

Ryan has help lead the development, acquisitions, and integration teams in many healthcare organizations, which include Promontory Healthcare and Holiday Retirement. In total, Ryan has led various disciplines of senior housing transactions in excess of \$2 billion since 2008, and in all sectors, >\$5 billion since 2004.

Ryan holds a B.S. – Finance from the University of Nebraska, a MCRED in Real Estate Development from Portland State University, and a MBA from Mississippi State University.

New Executive Board Nominees

Julie Ferguson | Senior Vice President, Senior Living | Ryan Companies
Nominee

Julie is currently Senior Vice President of Senior Living at Ryan Companies. She is responsible for the strategy and operation of the senior living sector including investments, development and asset management. Julie has over 20 years of real estate experience in development, acquisition, fund raising and brokerage. She has over 15 years of senior living experience. She has developed and acquired over \$650M worth of senior living throughout the country during her senior living career. She began her career in seniors housing with The Fountains Senior Living (now Watermark Senior Living) working on acquisitions, due diligence and developments. Prior to joining Ryan Companies, she was Director of Senior Living at Titan Development. In her role at Titan she was an integral member of the team that formed and launched the Titan Development Real Estate Fund, raising \$112M in private equity investment for senior living, self-storage, multi-family and industrial projects. Julie was also responsible for deploying over \$49.4M of capital in senior housing projects, creating and implementing the Investment Committee's review process for all asset types and developing their overall senior housing strategy.

Julie was responsible for implementing Titan Development's senior living strategy; prior to the creation of Titan Development Real Estate Fund I (TDREFI) and during the investment period of TDREFI. Including, but not limited to, identifying senior living opportunities, market identification and analysis, financial analysis, due diligence, building design, implementation of development plans, financing, operator selection and asset management. Approximately \$325M of development in five states.

Sarah Duggan | Senior Director | Synovus
Nominee

Prior to joining Synovus Sarah served as Managing Director and Senior Vice President of the Seniors Housing and Healthcare Finance Group for Capmark Bank (formerly GMAC Commercial Mortgage). She is a past Board Chair and Executive Committee Member for the NIC. Sarah is a graduate of the University of Alabama with a Bachelor of Science degree in Commerce and Business Administration.

New Representative from Existing Board Member Company

Brett Gardner | Managing Director | Walker & Dunlop
Nominee

With over 15 years of seniors housing experience, Managing Director Brett Gardner is responsible for originating and executing seniors housing property sales across the United States. Based in Milwaukee, Wisconsin, Mr. Gardner specializes in seniors housing properties of all types, including active adult, independent living, assisted living, and memory care facilities.

Prior to joining Walker & Dunlop, Mr. Gardner was Senior Vice President of Business Development at Direct Supply, which specializes in providing equipment, eCommerce, and service solutions to senior housing communities throughout the country. These services include building management, design, construction, and renovation of facilities. Mr. Gardner has developed extensive relationships in all sectors of the senior housing industry throughout his career.

Brett received a Bachelor of Science in anthropology and creative writing from the University of Oregon and has continued his education through certificate programs at Stanford University Graduate School of Business.

Nick Gesue | Chief Executive Officer | Lancaster Pollard
Nominee

Nicholas Gesue is the Chief Executive Officer of ORIX Real Estate Capital Holdings, LLC and ORIX Real Estate Capital, LLC. Mr. Gesue has been an instrumental part of Lancaster Pollard's growth since joining the firm as an intern in 2000. During his tenure he has helped to build the credit and execution capabilities of the firm as well as train many of the firm's originators.

Over the last decade, Nick was instrumental in the development of Lancaster Pollard's mortgage lending platform. In his previous tenure as the chief credit officer, he played a key role in helping to implement the firm's private equity fund and balance sheet lending operations. He has also served as an executive committee member and has been involved in Lancaster Pollard's strategic planning and implementation efforts. His accomplishments include successfully underwriting more than 350 transactions totaling more than \$3 billion in loan volume. His thorough understanding of the senior living and multifamily housing industries has earned him speaking engagements at state, regional and national organizations. It has also made him a regular source of information for numerous national publications.

Nick received his bachelor's degree in economics from Denison University in Granville, Ohio. He is a member of the Executive Committee on Healthcare Financing, a coalition of mortgage and investment bankers, financial advisors and law firms based in Washington, D.C. The committee focuses on the FHA Section 232 and 242 programs for healthcare and hospital facilities. He also serves on the Section 232 Working Group for the Mortgage Bankers Association (MBA), a national association representing the real estate finance industry. He earned his LEED Green Associate accreditation from the US Green Building Council.

New Representative from Existing Board Member Company

Vikas Gupta | Senior Vice President | Omega Healthcare Investors
Nominee

Mr. Gupta has been in the Healthcare Real Estate space for over 15 years and leads new deal activity for Omega, a publicly traded healthcare REIT (NYSE: OHI). His role entails overseeing all aspects of acquisitions and construction, including originations, underwriting, structuring, diligence, and documentation. He is also involved with various portfolio matters, heads up all capital expenditure activity, and is the primary contact for many operator relationships at Omega. Prior to joining Omega, Mr. Gupta was a Sr. Loan Officer/VP with CapitalSource, where he oversaw a portfolio of healthcare assets, including both owned facilities, real estate mortgages, and revolving lines of credit. Additionally, he is a Board Member for the Foundation for International Medical Relief of Children ("FIMRC") and the Alzheimer's Association of Maryland.

Christian Maingot | Senior Vice President | Brookdale
Nominee

Chris Maingot is Senior Vice President for Acquisitions and Owner Relations for Brookdale. Chris has worked on numerous senior housing transactions encompassing more than 150 communities since joining Brookdale in 2011. The Tampa, Fla., resident has also facilitated a number of lease restructures, RIDEA partnerships and development deals. As part of his Owner Relations duties, Chris is responsible for relationships with Triple Net Landlords and joint venture partners and is a member of Brookdale's investment committee.

Prior to joining Brookdale, Chris was the Chief Financial Officer at Horizon Bay Management, a Tampa-based senior housing management company with more than 118 communities in 17 states and sold to Brookdale in 2011. During his eight-year history with Horizon Bay, Chris had responsibility for accounting, finance, asset management, HR, IT and Procurement.

Chris holds a B.S. in Finance from Florida State University and an MBA from the University of Tampa.

New Representative from Existing Board Member Company

Nicolette Merino | President | Ovation by Avamere
Nominee

Nicolette Merino has been with the Avamere Family of Companies since 2008, serving as a Regional Director of Operations and Vice President of Operations for the company's community-based care portfolio. In October, 2018 Nicolette was promoted to President of Ovation.

Ovation is the culmination of Avamere twenty-four years of experience in the long-term care profession. With a focus on care, high-end amenities and service, Ovation will deliver a continuum of care for residents across a campus setting. The active lifestyle villages will include three hundred apartments including assisted living, independent living and memory care.

Ovation aims to serve a new emerging adult population with unique desires and interests. The company will incorporate Avamere's successful quality services with innovative new technologies and concierge service.

Ovation buildings are currently under construction in Omaha, Nebraska and St George, Utah. Both are scheduled to open in mid-2020 with additional locations following soon.

As Division President, Nicolette brings twenty-six years of knowledge and experience in the long-term care profession. Nicolette has served in multiple operational roles including Business Office Manager, Executive Director and most recently Regional and Vice President positions. She earned her Bachelor's degree from Brigham Young University and a Masters of Public Health degree from Rutgers/UMDNJ.

Nicolette has served in many professional volunteer positions including eight years on the National Center for Assisted Living Executive Committee including serving as Chair from 2009-2011. She also served as chair for the Oregon Health Care Association Assisted Living for two years. Currently she serves on the Board of Overseers for the AHCA/NCAL Quality Awards and the Oregon Long Term Care Administrators Board.

Nicolette has a passion for leadership and mentoring others. Her focus is on developing quality process with clear measures to ensure success. Nicolette measures her success in building tomorrow's leaders, and she enjoys seeing them grow professionally.



2020 Annual Meeting

JW Marriott Desert Springs
Palm Desert, CA

PANELIST BIOGRAPHIES

Friday, January 24
8:00 a.m.—9:15 a.m.

Accreditation of Assisted Living Panel

Moderator:

Susan Kayser

Duane Morris

Panelists:

David Baker
Jed Johnson
Anja Rogers

The Joint Commission
CARF International
Senior Star



Susan Kayser



David Baker



Jed Johnson



Anja Rogers

SUSAN KAYSER

Partner

DUANE MORRIS

Susan V. Kayser is a partner of the law firm Duane Morris LLP and chairs its Post-Acute Care and Senior Services practice group. Her clients are investors in, and developers and operators of, a wide range of healthcare operations that include CCRCs, skilled nursing facilities, assisted living communities, home care agencies and hospices. Much of Ms. Kayser's practice centers on advising on healthcare regulatory matters in joint ventures, acquisitions, developments, leases and financing transactions in the seniors housing industry. She also represents her clients on a variety of legal issues that arise in day-to-day healthcare operations.

Prior to entering private practice, Ms. Kayser was Assistant Regional Counsel for the U.S. Department of Health and Human Services, Region II. She has spoken and written widely on healthcare legal topics in multiple forums. Ms. Kayser has been Duane Morris' representative on the Executive Committee of the American Seniors Housing Association for 18 years and currently serves on ASHA's Audit Committee.

DAVID BAKER

EVP, Healthcare Quality Evaluation

THE JOINT COMMISSION

David W. Baker, MD, MPH, FACP is the Executive Vice President for Health Care Quality Evaluation at The Joint Commission in Oakbrook Terrace, Illinois. He oversees the development of healthcare quality evaluation tools, including performance measures, standards (including National Patient Safety Goals) and survey methods for all Joint Commission accreditation and certification programs.

He oversees the Joint Commission's biostatistics and data analysis activities and public reporting of performance measures, and he is Editor-in-Chief for the Joint Commission Journal on Quality and Patient Safety. Prior to coming to The Joint Commission, Dr. Baker was the Chief of General Internal Medicine and Geriatrics at Northwestern University from 2002-2015. He has conducted extensive research in health literacy, disparities, quality measurement, and quality improvement. He has published over 250 original research articles and book chapters.

JED JOHNSON

Managing Director, Aging Services

CARF INTERNATIONAL

Jed currently serves as CARF's managing director of aging services overseeing accreditation programs that include assisted living, independent senior living, adult day services, person-centered long term care communities, case management and others. He also served as a CARF surveyor for nearly 20 years and as a member of the CARF Board of Trustees. Prior to joining CARF, he was a member of Easterseals national office leadership team overseeing a \$25M portfolio of federal, corporate and foundation funded initiatives that included the National Aging and Disability Transportation Center, the Senior Community Service Employment Program and the National Veteran Caregiver Training Program. He also spent 10 years in Pittsburgh, PA where he was Vice-president of Home and Community Services for a faith-based long-term care provider.

Jed is past board chair of the National Adult Day Services Association and in 2006 received their Ruth Von Behren award recognizing national impact in the ADS field. He also is the past Treasurer of the American Society on Aging. He currently serves on the ARCH National Respite advisory committee and as a member of the Center for Excellence in Assisted Living's advisory council. He is a frequent speaker at professional meetings and has authored several articles, publications and curricula with expertise in long-term services & supports, caregiving, transportation, and quality improvement. Jed is most proud of his role as a long-distance caregiver for his 93 year old mother-in-law who attends a Program for All-inclusive Care for the Elderly (PACE) program in western PA and of his first job in aging services working 11pm to 7am in a Milwaukee nursing home. He has a master's degree in social work from the University of Pennsylvania School of Social Policy & Practice and a master's degree in business administration from the Wharton School of Business.

ANJA ROGERS

Chief Executive Officer

SENIOR STAR

Anja Rogers is the Chief Executive Officer of Senior Star, a company that operates 15 senior living communities, IL, AL, MC, Nursing and Senior Apartments across seven states. Senior Star ranks in Fortune magazine's list of top ten workplaces for aging services for two years running. Serving Senior Star since 1983, Anja has a long-held belief that excellence is a journey, not a destination, and it begins with associates. Under her leadership, the company is transforming its traditional human resources department into one centered on illuminating the associate experience. Anja also plays a crucial role in bringing the Senior Star vision to life by helping to ensure that company culture, sales processes, and marketing efforts are best in class.